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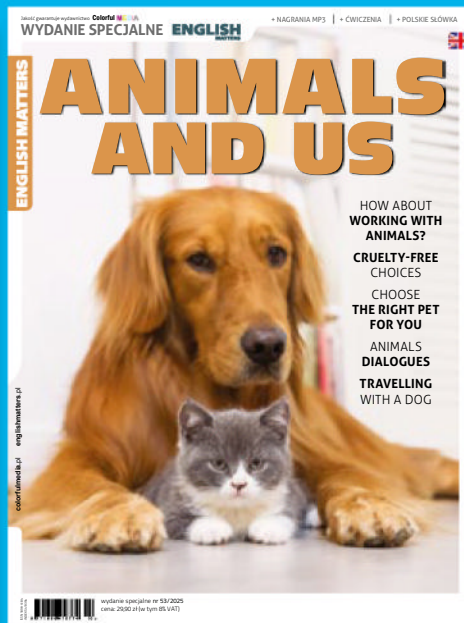
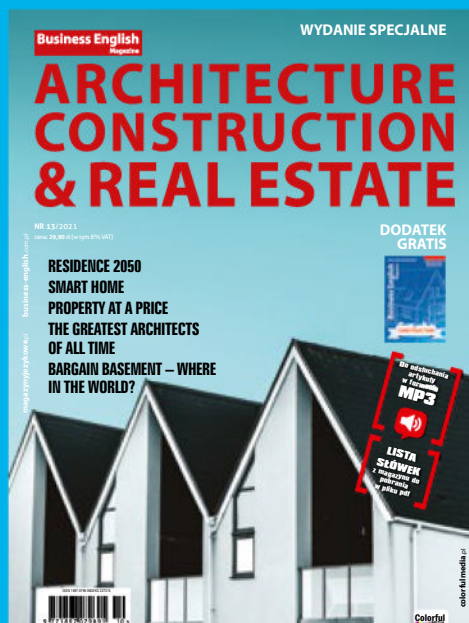
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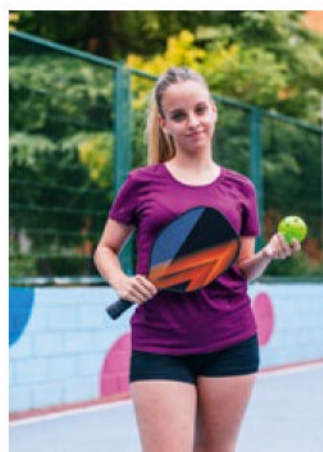
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by Paul Martin from
www.go-native.pl

DANES SCRAP¹ BOOK TAX² TO BOOST READING

FOR YEARS, DENMARK held the **unenviable³** title of one of the world's most expensive places to buy a book. A standard 25 percent value-added tax (VAT) was applied to⁴ every **paperback⁵** and **hardback⁶** sold – the same **rate⁷** as on luxury goods, electronics or **dining out⁸**. For a country that prides itself on education, innovation and cultural life, the book tax seemed an **odd⁹** **contradiction¹⁰**. Now, in a **landmark¹¹** policy shift, Denmark has scrapped the **levy¹²**, aiming to make reading more **affordable¹³** and **accessible¹⁴**.

Books occupy a special place in most **so-cieties¹⁵**, and many **governments¹⁶** treat them differently from other **consumer goods¹⁷**. Across Europe, the **general pattern¹⁸** is reduced or zero VAT. The United Kingdom famously charges zero VAT on printed books, a **long-standing¹⁹** **recognition²⁰** that literature and learning should be **exempt from²¹** everyday taxation. Ireland follows the same model, while France, Germany and Spain all apply reduced rates between four and seven percent. Step outside Europe, and the trend is similar. Canada, Australia and India apply no sales tax on books, while several African nations exempt them **entirely²²**.

The **reasoning²³** is simple: reading is **considered²⁴** a **public good²⁵**, with **benefits²⁶** that stretch far beyond the individual purchase. Taxing books heavily risks **narrowing²⁷** access and **discouraging²⁸** the very **habits²⁹** that support **knowledge³⁰**, **literacy³¹** and creativity.

That is what **common wisdom³²** would suggest, but is there any **evidence³³** of a **direct correlation³⁴** between book price and literacy?

Studies have shown that **households³⁵** with cheaper access to books – whether

through reduced tax, **affordable³⁶** editions or **public libraries³⁷** – tend to have higher **rates³⁸** of **voluntary³⁹** reading, especially among children and **young adults⁴⁰**. When the barrier of cost is lowered, people buy more, read more and **develop⁴¹** habits that carry on into later life.

By scrapping the tax, the Danish government hopes to **nudge⁴²** **citizens⁴³** **to-wards⁴⁴** buying more books, rather than relying **solely⁴⁵** on libraries or digital **substitutes⁴⁶**. **Publishers⁴⁷**, too, **stand to gain⁴⁸** as cheaper books should **translate into⁴⁹** higher **volumes⁵⁰** sold, **revitalising⁵¹** a sector that has **struggled with⁵²** **shrinking⁵³** **margins⁵⁴** and the dominance of global online platforms.

Books are not just **cultural artefacts⁵⁵** but also part of the **knowledge economy⁵⁶**. A literate population consumes more media, pursues further education and is better equipped for knowledge-driven

¹ to scrap sth *tə skræp* 'samθɪŋ znosić, likwidować coś

² tax *tæks* podatek

³ unenviable *ʌn'enviəbl* nie do pozazdroszczenia

⁴ to be applied to sth *tə bi: ə'plaɪd tə* 'samθɪŋ zostać nałożonym na coś, zostać zastosowanym do czegoś

⁵ paperback *'peɪpəbæk* książka w miękkiej oprawie

⁶ hardback *'hɑːdbæk* książka w twardej oprawie

⁷ rate *reɪt* stawka

⁸ dining out *'daɪnɪŋ aʊt* jedzenie w restauracji

⁹ odd *ɒd* dziwny

¹⁰ contradiction *ˌkɒntrə'dɪkʃən* sprzeczność

¹¹ landmark *'lændmɑːk* przełomowy

¹² levy *'levi* podatek

¹³ affordable *ə'fɔːdəbl* przystępny cenowo

¹⁴ accessible *ək'sesəbl* dostępny

¹⁵ society *sə'saɪəti* społeczeństwo

¹⁶ government *'gʌvnmənt* rząd

¹⁷ consumer goods *kən'sjuːmə gʊdz* dobra konsumpcyjne

¹⁸ general pattern *'dʒenərəl 'pætən* ogólny model

¹⁹ long-standing *'lɒŋ'stændɪŋ* długotrwały

²⁰ recognition *ˌrekəg'nɪʃən* tu: pogład

²¹ exempt from sth *ɪg'zempt frəm* 'samθɪŋ zwolniony od czegoś

²² entirely *ɪn'taɪəli* całkowicie

²³ reasoning *'riːznɪŋ* rozumowanie

²⁴ to consider *tə kən'sɪdə* uważać

²⁵ public good *'pʌblɪk gʊd* dobro publiczne

²⁶ benefit *'benɪfɪt* korzyść

²⁷ to narrow sth *tə 'næəʊ* 'samθɪŋ zmniejszać coś

²⁸ to discourage sth *tə dɪs'kʌrɪdʒ* 'samθɪŋ zniechęcać do czegoś

²⁹ habit *'hæbɪt* nawyk

³⁰ knowledge *'nɒlɪdʒ* wiedza

³¹ literacy *'lɪtərəsi* umiejętność czytania i pisanie, alfabetyzm

³² common wisdom *'kɒmən 'wɪzdəm* zdrowy rozsądek, ludowa mądrość

³³ evidence *'eɪdəns* dowód

³⁴ direct correlation *dɪ'rekt ,kɒrɪ'leɪʃən* bezpośredni związek

³⁵ household *'haʊshəʊld* gospodarstwo domowe

³⁶ affordable *ə'fɔːdəbl* przystępny cenowo

³⁷ public library *'pʌblɪk 'laɪbrəri* biblioteka publiczna

³⁸ rate *reɪt* wskaźnik

³⁹ voluntary *'vɒləntəri* dobrowolny

⁴⁰ young adult *jʌŋ 'ædʌlt* młody dorosły

⁴¹ to develop sth *tə dɪ'veləp* 'samθɪŋ rozwijać coś

⁴² to nudge sb towards sth *tə nʌdʒ tə'wɔːdz* 'samθɪŋ popchnąć kogoś do czegoś/ku czemuś

⁴³ citizen *'sɪtɪzən* obywatel

⁴⁴ solely *'səʊli* wyłącznie

⁴⁵ substitute *'sʌbstɪtjuːt* zamiennik

⁴⁶ publisher *'pʌblɪʃə* wydawca

⁴⁷ to stand to gain *tə stænd tə geɪn* zyskać

⁴⁸ to translate into sth *tə træns'leɪt* 'ɪntə 'samθɪŋ przekładać się na coś

⁴⁹ volume *'vɒljəm* nakład

⁵⁰ to revitalise sth *tə ˌriː'vʌtəlaɪz* 'samθɪŋ ożywiać coś

⁵¹ to struggle with sth *tə 'strʌgl wɪð* 'samθɪŋ zmagać się z czymś

⁵² shrinking *'ʃrɪŋkɪŋ* kurczący się

⁵³ margin *'mɑːdʒɪn* marża

⁵⁴ cultural artefact *'kʌltʃərəl 'ɑːtɪfækt* artefakt kulturowy

⁵⁵ knowledge economy *'nɒlɪdʒ iː'kɒnəmi* gospodarka oparta na wiedzy

industries⁵⁶. The return on investment⁵⁷ from encouraging⁵⁸ reading can be measured in everything from productivity to innovation.

Consider Finland, often cited as one of the world's most literate societies. Its combination of strong schools, free access to libraries and low book prices has

fostered⁵⁹ a culture of reading that underpins⁶⁰ high educational performance⁶¹. Contrast that with countries where books are relatively expensive (for example, with 15 percent VAT in South Africa) and reading is more often confined⁶² to the middle classes⁶³.

Denmark is betting that⁶⁴ lower book prices will feed into⁶⁵ its already high literacy rates, pushing them further, and ensuring⁶⁶ that reading remains a widespread⁶⁷ habit in the digital era.

Ultimately⁶⁸, the decision to scrap book VAT is about more than economics. It signals a cultural commitment⁶⁹. In an age where attention⁷⁰ is fragmented across social media, streaming and gaming, governments face the challenge of keeping reading relevant⁷¹. Parents may also worry that their children, bombarded by multimedia stimuli⁷², have shorter attention spans⁷³ and may find traditional book reading unappealing⁷⁴ and dull⁷⁵. Making books affordable can enable⁷⁶ families to stock⁷⁷ their homes, foster an early love of reading and invest in children's and society's future – and they all lived happily ever after⁷⁸. ■

A WORD WORTH REMEMBERING

landmark
/'lændmɑ:k/
przełomowy

⁵⁶ industry 'ɪndəstri branża

⁵⁷ return on investment rɪ'tʃn ɒn ɪn'vestmənt
zwrot z inwestycji

⁵⁸ to encourage sth tə ɪn'kʌrɪdʒ 'sʌmθɪŋ
zachęcać do czegoś

⁵⁹ to foster sth tə 'fɒstə 'sʌmθɪŋ pielęgnować,
rozwijać coś

⁶⁰ to underpin sth tə ʌndə'pɪn 'sʌmθɪŋ
wzmacniać coś

⁶¹ performance pə'fɔ:məns wyniki

⁶² confined kən'faɪnd ograniczony

⁶³ middle class 'mɪdl klɑ:s klasa średnia

⁶⁴ to bet that tə bet ðæt obstawiać, że

⁶⁵ to feed into sth tə fi:d 'ɪntə 'sʌmθɪŋ mieć na
coś wpływ

⁶⁶ to ensure sth tə ɪn'ʃʊə 'sʌmθɪŋ zapewniać
coś

⁶⁷ widespread 'waɪdspred powszechny

⁶⁸ ultimately ʌl'tɪmɪtli ostatecznie

⁶⁹ commitment kə'mɪtmənt zobowiązanie

⁷⁰ attention ə'tenʃən uwaga

⁷¹ relevant 'reləvənt istotny

⁷² stimulus 'stɪmjʊləs bodziec

⁷³ attention span ə'tenʃən spæn czas
koncentracji uwagi

⁷⁴ unappealing ʌnə'pi:liŋ niepoціągający

⁷⁵ dull dʌl nudny

⁷⁶ to enable sb to do sth tə ɪ'neɪbl 'sʌmbədi tə
du: 'sʌmθɪŋ pozwalać, umożliwiać komuś
zrobienie czegoś

⁷⁷ to stock sth tə stɒk 'sʌmθɪŋ zaopatrzyć,
zaopatrywać coś

⁷⁸ and they all lived happily ever after ænd
ðeɪ ɔ:l lɪvd 'hæpɪli 'evər 'ɑ:ftə i wszyscy żyli
długo i szczęśliwie



by Janet Sandford

LANGUAGE LEARNING IS JUST A GAME

NOT SO LONG ago, learning a new language meant sitting in a classroom, **chanting**¹ **vocabulary**² lists and **filling in**³ endless grammar tables. **Rote**⁴ **memorisation**⁵ and **parrot-fashion**⁶ **repetition**⁷ were the **order of the day**⁸. For some, it worked. For many others, it was a **recipe**⁹ for **boredom**¹⁰ and frustration, with little **incentive**¹¹ to keep going once lessons ended.

Fast-forward¹² to today, and the experience is being transformed. The rise of **gamified**¹³ language learning **apps**¹⁴ has **recast**¹⁵ study as something closer to play than **punishment**¹⁶. Platforms such as Duolingo, Babbel, Memrise, and newer **entrants**¹⁷ like LingQ or Busuu use elements **borrowed**¹⁸ from mobile gaming to keep learners coming back day after day. The **premise**¹⁹ is simple: treat practice like a game, offer **rewards**²⁰ for progress, and learning becomes a **habit**²¹ rather than a **chore**²².

The big **breakthrough**²³ lies not in new teaching theories, but in psychology. Gamification **leverages**²⁴ the brain's natural **craving**²⁵ for small rewards and **visible**²⁶ progress. Completing a lesson might earn a user a **streak flame**²⁷, a **handful of**²⁸ virtual coins, or even **unlock**²⁹ the next level. These instant **reinforcements**³⁰ deliver the same **dopamine rush**³¹ that keeps people **hooked on**³² video games.

Take Duolingo, the best-known of the **bunch**³³. Its famous green **owl**³⁴ tracks your daily streak and sends **encouraging**³⁵ **reminders**³⁶ if you **skip**³⁷ a day. Exercises are short, interactive, and accompanied by **cheerful**³⁸ sound effects when you get an answer right. Memrise, meanwhile, **leans**³⁹ heavily on **visual memory**⁴⁰ **aids**⁴¹, often using videos of native speakers, while rewarding **consistent**⁴² practice

with **badges**⁴³ and **leaderboards**⁴⁴. Babbel, though slightly more formal, builds gamified elements into its structured lessons, using **review**⁴⁵ cycles and points systems to keep motivation high.

This **playful**⁴⁶ approach has opened the door to people who would never have considered themselves language learners. Where once only students or professionals seeking career advancement **enrolled in**⁴⁷ language classes, now **retirees**⁴⁸, hobbyists and **casual**⁴⁹ learners log in daily. The **accessibility**⁵⁰ of free or low-cost apps means that the **barrier to entry**⁵¹ is lower than ever. For many, the appeal lies not in reaching perfect **fluency**⁵², but in enjoying the journey – ordering a meal abroad with **confidence**⁵³, **chatting**⁵⁴ with **relatives**⁵⁵ or simply exercising the brain.

Crucially⁵⁶, gamification also **addresses**⁵⁷ the biggest **obstacle**⁵⁸ to language learning: consistency. Traditional classes might meet twice a week, leaving long **gaps**⁵⁹ in between. Gamified apps encourage micro-learning – ten minutes a day, every day – which builds habits and

¹ to chant *tə tʃɑːnt* recytować, skandować

² vocabulary *vəʊˈkæbjʊləri* słownictwo

³ to fill in sth *tə fɪl ɪn 'sʌmθɪŋ* uzupełniać coś

⁴ rote *rəʊt* mechaniczny

⁵ memorisation *ˌmeməraɪˈzeɪʃn* uczenie się na pamięć

⁶ parrot-fashion *'pærət fæʃn* jak papuga

⁷ repetition *ˌrepiˈtɪʃən* powtarzanie

⁸ order of the day *ˈɔːdə ɒv ðə deɪ* codzienność, na porządku dziennym

⁹ recipe *'resɪpi* przepis

¹⁰ boredom *'bɔːdəm* nuda

¹¹ incentive *ɪn'sentɪv* motywacja

¹² fast-forward *ˌfɑːst 'fɔːwəd* szybki przeskoczenie

¹³ gamified *'ɡeɪmɪfaɪd* zawierający element grywalizacji, grywalizacyjny

¹⁴ app *æp* aplikacja

¹⁵ to recast sth *tə 'riːkɑːst 'sʌmθɪŋ* przekształcać coś

¹⁶ punishment *'pʌnɪʃmənt* kara

¹⁷ entrant *'entrənt* uczestnik

¹⁸ to borrow sth *tə 'bɒrəʊ 'sʌmθɪŋ* pożyczyć coś

¹⁹ premise *'premis* założenie

²⁰ reward *rɪ'wɔːd* nagroda

²¹ habit *'hæbɪt* nawyk, zwyczaj

²² chore *tʃɔː* obowiązek

²³ breakthrough *'breɪkθruː* przełom

²⁴ to leverage sth *tə 'liːvərɪdʒ 'sʌmθɪŋ* wykorzystywać coś jak najefektywniej

²⁵ craving *'kreɪvɪŋ* głód

²⁶ visible *'vɪzəbl* widoczny

²⁷ streak flame *striːk fleɪm* emotikonka ognia otrzymywana za korzystanie z aplikacji przez kolejne dni z rzędu

²⁸ handful of sth *'hændfʊl ɒv 'sʌmθɪŋ* garść czegoś

²⁹ to unlock sth *tə 'ʌn'lɒk 'sʌmθɪŋ* odblokować coś

³⁰ reinforcement *ˌriːɪn'fɔːsmənt* wzmocnienie, postęp

³¹ dopamine rush *'dəʊpəmiːn rʌʃ* zastrzyk dopaminy

³² to be hooked on sth *tə biː hʊkt ɒn 'sʌmθɪŋ* być uzależnionym od czegoś, mieć bzika na punkcie czegoś

³³ bunch *bʌntʃ* grupa, zgraja

³⁴ owl *əʊl* sowa

³⁵ encouraging *ɪn'kʌrɪdʒɪŋ* zachęcający

³⁶ reminder *rɪ'maɪndə* przypomnienie

³⁷ to skip sth *tə skɪp 'sʌmθɪŋ* pominąć coś

³⁸ cheerful *'tʃiːfʊl* wesoły

³⁹ to lean *tə liːn* opierać się

⁴⁰ visual memory *'vɪʒuəl 'meməri* pamięć wzrokowa

⁴¹ aid *eɪd* pomoc, wsparcie

⁴² consistent *kən'sɪstənt* konsekwentny

⁴³ badge *bædʒ* odznaka

⁴⁴ leaderboard *'liːdə bɔːd* tablica wyników

⁴⁵ review *rɪ'vjuː* powtarzanie materiału

⁴⁶ playful *'pleɪfʊl* zabawowy

⁴⁷ to enrol in sth *tə ɪn'rɒl ɪn 'sʌmθɪŋ* zapisywać się na coś

⁴⁸ retiree *rɪˌtaɪə'riː* emeryt

⁴⁹ casual *'kæʒʊəl* okazjonalny

⁵⁰ accessibility *ækˌsesɪ'bɪləti* dostępność

⁵¹ barrier to entry *'bæriə tə 'entri* próg wejścia

⁵² fluency *'fluːənsi* płynność, biegłość, łatwość wystawiania się

⁵³ confidence *'kɒnfɪdəns* pewność siebie

⁵⁴ to chat *tə tʃæt* ucinąć sobie pogawędkę

⁵⁵ relative *'relatɪv* krewny

⁵⁶ crucially *'kruːʃli* co najważniejsze

⁵⁷ to address *tə ə'dres* rozwiązywać

⁵⁸ obstacle *'ɒbstəkl* przeszkoda

⁵⁹ gap *ɡæp* przerwa

A WORD WORTH REMEMBERING

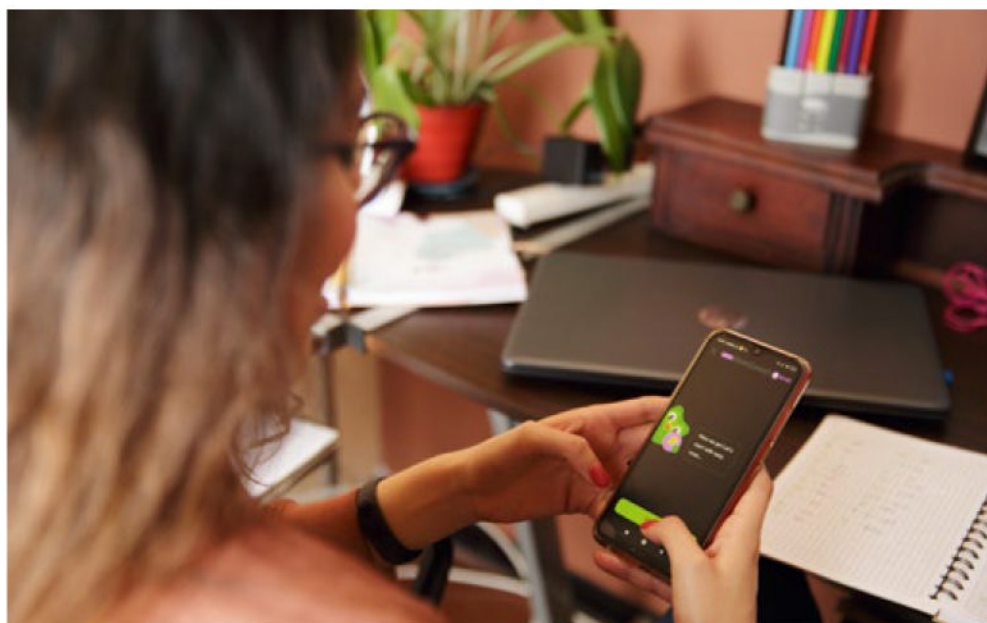
to enroll in sth
/tə ɪnˈrɒl ɪn ˈsʌmθɪŋ/
zapisywać się na coś

helps knowledge⁶⁰ stick⁶¹ through paced⁶² reinforcement intervals. The apps will also remember learners' challenges and keep coming back to retest until fully mastered. Over time, these short bursts⁶³ add up to impressive progress, often more than occasional long study sessions.

While some educators worry that gamification risks oversimplifying⁶⁴ language study, many now acknowledge⁶⁵ its power as a gateway⁶⁶. Apps often provide a starting point, sparking⁶⁷ interest that later leads to deeper study, cultural immersion⁶⁸ or formal courses. In classrooms too, teachers borrow gamified elements – from point systems to competitive quizzes – to keep students engaged.

The social side of gamification is also expanding. Many platforms now include leaderboards, challenges, and community features⁶⁹. Competing against friends or strangers⁷⁰ adds an extra layer⁷¹ of motivation. Some learners find that their daily streak becomes part of their identity⁷² and a source⁷³ of pride⁷⁴ and discipline, as much as entertainment⁷⁵.

Gamification has not eliminated the need for grammar, vocabulary or serious study. Complex aspects of language – from nuanced⁷⁶ conversation to cultural context – still require effort⁷⁷ and real-world⁷⁸ practice.



Some apps and other chatbots can also provide deeper grammar explanations⁷⁹, examples and interactive conversations – and there may even be room for a traditional, old-school⁸⁰ (human) teacher. The key point is that by lowering the barrier and making the first steps enjoyable⁸¹, gamified apps have opened language learning to millions more people worldwide⁸².

The green owl, virtual coins, and flashing⁸³ streak counts may look like child's play⁸⁴, but behind them lies a profound shift⁸⁵: learning languages no longer feels like a drudge⁸⁶, but a game kids and adults alike can't wait to play whenever they get a spare moment⁸⁷. ■

⁶⁶ gateway 'geɪtweɪ wejście, wstęp do czegoś

⁶⁷ to spark sth tə spɑ:k 'sʌmθɪŋ wzniecać, wzbudzać coś

⁶⁸ cultural immersion 'kʌltʃərəl ɪ'mɜːʃən zanurzenie kulturowe

⁶⁹ community features kə'mju:nəti 'fi:tʃəz funkcje społecznościowe

⁷⁰ stranger 'streɪndʒ obcy, niezajomy

⁷¹ extra layer 'ekstrə 'leɪə dodatkowa warstwa

⁷² identity aɪ'dentɪti tożsamość

⁷³ source sɔ:s źródło

⁷⁴ pride praɪd duma

⁷⁵ entertainment ˌentə'teɪnmənt rozrywka

⁷⁶ nuanced nju:'ɑ:nst pełen niuansów

⁷⁷ effort 'efət wysiłek

⁷⁸ real-world 'ri:əl wɜ:ld rzeczywisty

⁷⁹ explanation ˌeksplə'neɪʃən wyjaśnienie

⁸⁰ old-school 'əʊld sku:l staromodny

⁸¹ enjoyable ɪn'dʒɔɪəbl przyjemny

⁸² worldwide 'wɜ:ldwaɪd na całym świecie

⁸³ flashing 'flæʃɪŋ migający, świecący

⁸⁴ child's play tʃaɪldz pleɪ bułka z masłem, pestka, łatwizna

⁸⁵ profound shift prə'faʊnd ʃɪft głęboka zmiana

⁸⁶ drudge drʌdʒ harówka

⁸⁷ spare moment speə 'mæʊmənt wolna chwila

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**BUSINESS
ENGLISH
MAGAZINE**

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by Paul Martin from
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BOOKING.COM – DOMINATING DIGITAL TRAVEL

FEW EXPERIENCES FEEL more familiar, or more modern, than using Booking.com. But behind the brand lies a story that began in the 1990s. Paul Martin charts the platform's unlikely rise from Dutch student project to global powerhouse, and examines the growing **backlash**¹ that may reshape its future.

Multiple Bookings

In 1996, Dutch student Geert-Jan Bruinsma was **browsing**² the Hilton Hotel website when he **realised**³ he couldn't reserve a hotel room in Amsterdam online. Inspired, he built Bookings.nl, **allowed** hotels **to**⁴ set their own prices, and took a modest 5 percent **commission**⁵. To promote his site, he persuaded rival travel websites to link to his platform **in exchange for**⁶ shared commissions. In 2000, Bookings.nl **merged with**⁷

Bookings Online (also known as Bookings.org), founded by Sicco and Alec Behrens, Marijn Muyser, and Bas Lemmens. The new entity adopted the name and URL Booking.com, with Stef Noorden **appointed as**⁸ CEO⁹.

As competition **heated up**¹⁰ in the online travel space, UK-based Active Hotels was also **making waves**¹¹ with its lean model and focus on independent properties. Both Booking.com and Active Hotels caught the attention of Priceline Group, which **acquired**¹² Active Hotels in 2004 for USD161 mln and Booking.com in 2005 for USD133 mln. The two were integrated in 2006 under the Booking.com brand.

Dominating Digital Travel

The deal proved transformational. Once a **second-tier player**¹³, Priceline flipped a USD 19 mln loss in 2002 into a USD 1.1 bln profit by 2011, largely thanks to Booking.com's explosive growth. The site became a global **juggernaut**¹⁴, changing how the world booked travel. It remains one of the most profitable acquisitions in internet history.

As of 2024, Booking.com listed around

3.4 mln properties across more than 220 countries and territories, supporting users in 40 languages. That year, **parent company**¹⁵ Booking Holdings reported USD 23.7 bln in **revenue**¹⁶, with USD 165.6 bln in **gross**¹⁷ travel bookings, 1.1 bln room nights, 80 million car rental days, and nearly 50 million flight reservations. Much of this success is credited to Booking.com's aggressive search-engine marketing and its **knack for**¹⁸ turning browsers into buyers. Features like "X people are viewing this property" and "Only 1 room left!" have become standard industry tactics. The company has also kept pace with the rise of **short-term rentals**¹⁹ from rivals like Airbnb, reporting

¹ **backlash** 'bæklaɪf **ostra reakcja, sprzeciw**

² **to browse** tə braʊz **przeglądać (np. strony internetowe)**

³ **to realise sth** tə 'riəlaɪz **'samθɪŋ zdać sobie z czegoś sprawę, uświadomić sobie coś**

⁴ **to allow sb to do sth** tə ə'laʊ **'sambədi tə du: 'samθɪŋ pozwalać komuś coś zrobić**

⁵ **commission** kə'mɪʃən **prowizja**

⁶ **in exchange for sth** ɪn ɪks'tʃeɪndʒ fə **'samθɪŋ w zamian za coś**

⁷ **to merge with sth** tə mɜːdʒ wɪð **'samθɪŋ połączyć się z czymś**

⁸ **appointed as X** ə'pɔɪntɪd əz eks **mianowany na X, wyznaczony na X**

⁹ **CEO = Chief Executive Officer** tʃiːf ɪɡ'zekjʊtɪv **'ɒfɪs dyrektor generalny**

¹⁰ **to heat up** tə hiːt əp **rozgrzewać się, zaostrzać się (np. konkurencja)**

¹¹ **to make waves** tə meɪk weɪvz **robić zamieszanie, wywoływać poruszenie**

¹² **to acquire sth** tə ə'kwəɪə **'samθɪŋ nabyć, kupić coś**

¹³ **second-tier player** 'sekənd 'taɪə 'pleɪə **drugorzędny gracz, gracz drugiego szczebla**

¹⁴ **juggernaut** 'dʒʌɡənɔːt **moloch, potężna, niszczycielska siła (często o firmie)**

¹⁵ **parent company** 'peərənt 'kʌmpəni **firma macierzysta, spółka-matka**

¹⁶ **revenue** 'revɛnjuː **przychód, przychody**

¹⁷ **gross** grəʊs **brutto**

¹⁸ **knack for sth** næk fə **'samθɪŋ smykałka, talent do czegoś**

¹⁹ **short-term rental** ʃɔːt tɜːm 'rentl **wynajem krótkoterminowy**

5.8 mln home listings in 2019 and generating USD 2.8 bln in revenue from so-called **alternative accommodations**²⁰ the previous year.

Booking Under Fire

But success has brought scrutiny²¹. In 2019, Booking.com came under pressure from EU consumer watchdogs²² for using misleading²³ sales tactics. It was accused of²⁴ exaggerating²⁵ room scarcity²⁶, promoting false time-limited deals, and failing to²⁷ clearly label sponsored listings. The company agreed to improve transparency, clarify price comparisons and stop using manipulative urgency cues.

Public trust took a further hit during the COVID-19 pandemic. Despite holding billions in reserves, Booking.com applied for²⁸ Dutch wage subsidies²⁹ meant for struggling businesses. The move sparked outrage, especially after reports of large executive bonuses. Facing backlash, the company withdrew its claim, laid off³⁰ around 25 percent of staff, and later repaid EUR 110 mln in aid, including EUR 78 mln to the Dutch government.

More legal issues followed. In Italy, tax authorities accused Booking.com of avoiding VAT on private rentals. The company settled in 2023, paying EUR 94 mln and agreeing to collect VAT on behalf of hosts going forward.

Security concerns also emerged. Fraudsters³¹ began exploiting Booking.com's messaging system to impersonate hotels and scam guests into making direct payments. CEO Glenn Fogel issued³² a public apology. Meanwhile, hosts complained about³³ delayed payouts³⁴, and human rights groups criticised the listing of properties in Israeli settlements. The platform eventually added warning labels to these listings.

In 2024, the European Commission designated Booking.com a "gatekeeper" under the Digital Markets Act – a status applied to platforms with significant market power. This requires³⁵ more transparency, fairer access for business users and stricter regulatory oversight³⁶. Fogel called for "smart regulation" and described the company as

a "minnow" next to Google and Meta, but confirmed Booking.com would comply³⁷.

Booking the Future

Despite³⁸ the heat, Booking.com is doubling down on³⁹ tech. In 2023, it launched⁴⁰ AI Trip Planner, a generative AI tool powered by ChatGPT. The feature offers smart, conversational suggestions, from broad travel ideas to bookable⁴¹ hotel plans, all in one seamless thread⁴².

Fogel pitched it as⁴³ a way to "make travel easier"; CTO Rob Francis talked up its power to⁴⁴ create scalable, one-to-one conversations. It's rolling out gradually⁴⁵, but signals Booking's next big bet⁴⁶: using AI to personalise the travel planning process and keep users hooked⁴⁷.

From side project to sector giant, Booking.com has changed how the world books its beds. But with regulators circling and rivals growing, the company must balance innovation with accountability⁴⁸. ■

²⁰ alternative accommodation ɔ:l'tɜ:nətv

ə.kəmə'deɪʃən alternatywne zakwaterowanie

²¹ to bring scrutiny tə brɪŋ 'skru:tɪni ściągnąć na siebie kontrolę

²² consumer watchdogs kən'sju:mə 'wɒtʃdɒgz
rzecznicy praw konsumentów, organy nadzoru
konsumenckiego

²³ misleading mɪs'li:dɪŋ wprowadzający w błąd,
mylący

²⁴ accused of sth ə'kju:zd əv 'sʌmθɪŋ oskarżony
o coś

²⁵ to exaggerate sth tu ɪg'zædʒəreɪt 'sʌmθɪŋ
przesadzać z czymś, wyolbrzymiać coś

²⁶ room scarcity ru:m 'skeəsəti niedobór pokoi,
mała dostępność miejsc

²⁷ to fail to do sth tə feɪl tə du: 'sʌmθɪŋ nie zrobić
czegoś, nie być w stanie czegoś zrobić

²⁸ to apply for sth tə ə'plai fə 'sʌmθɪŋ ubiegać się
o coś, składać wniosek o coś

²⁹ wage subsidy weɪdʒ 'sʌbsɪdi dopłata do
wynagrodzenia

³⁰ to lay off sb tə leɪ əv 'sʌmbədi zwalniać kogoś
z pracy

³¹ fraudster frɔ:dstər oszust (finansowy)

³² to issue sth tə ɪʃu: 'sʌmθɪŋ wystosować coś

³³ to complain about sth tə kəm'pleɪn ə'baut 'sʌmθɪŋ
narzekać na coś, składać na coś skargę



³⁴ payout 'peɪəʊt wypłata (np. odszkodowania)

³⁵ to require sth tə rɪ'kwaɪə 'sʌmθɪŋ wymagać
czegoś

³⁶ regulatory oversight reɡjələtəri 'əʊvəsaɪt nadzór
regulacyjny, kontrola przestrzegania przepisów

³⁷ to comply tə kəm'plaɪ przestrzegać czegoś, być
zgodnym (z przepisami)

³⁸ despite sth dɪs'paɪt 'sʌmθɪŋ po/mimo czegoś

³⁹ to double down on sth tə ˈdʌbl daʊn ɒn 'sʌmθɪŋ
podwoić wysiłki w czymś

⁴⁰ to launch sth tə lɔ:ntʃ 'sʌmθɪŋ wprowadzać,
uruchamiać coś

⁴¹ bookable ˈbʊkəbl możliwy do zarezerwowania

⁴² in one seamless thread ɪn wʌn 'si:mləs θreɪd
w jednym spójnym ciągu, bez zakłóceń

⁴³ to pitch sth as X tə pɪtʃ 'sʌmθɪŋ əz eks
reklamować coś jako X, przedstawiać coś jako X

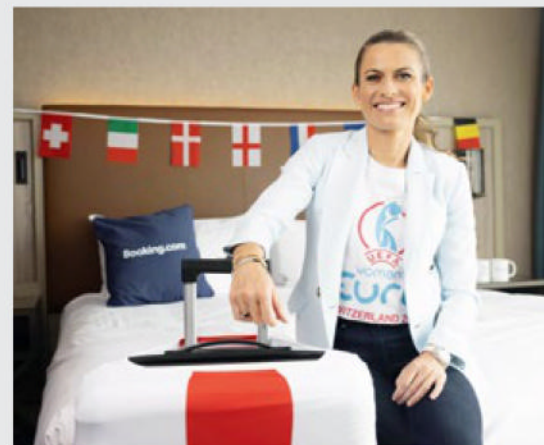
⁴⁴ to talk up its power to do sth tə ˈtɔ:k ʌp ɪts 'paʊə
tə du: 'sʌmθɪŋ wychwalać swoją zdolność do
robienia czegoś

⁴⁵ gradually 'ɡrædʒʊəli stopniowo

⁴⁶ big bet bɪɡ bet duża stawka, ryzykowne
posunięcie

⁴⁷ to keep sb hooked tə ki:p 'sʌmbədi hʊkt
utrzymywać czyjeś zaangażowanie

⁴⁸ accountability ə.kəʊntə'bɪləti odpowiedzialność
(za swoje czyny), rozliczalność



Estonian Gas Giant Enters Polish Market

In the autumn of 2024, the Estonian energy company Eesti Gaas (Estonian Gas) – branded internationally as Elenger – **achieved**¹ its aim of expanding beyond the Baltics and Finland by **acquiring**² the German-based EWE Group's operations in Poland. **Jonathan Moore investigates**³.



The **Pride**⁴ of Estonia

Eesti Gaas (Estonian Gas) is officially the largest private energy company in the Baltic-Finnish region. Approximately 900 people are employed by Eesti Gaas, and in 2023, the company's **turnover**⁵ 2023 reached the **equivalent**⁶ of approx. USD 1.078 bln. It is a **wholly-owned subsidiary**⁷ of the Aktsiaselts Infortar investment company, Estonia's biggest investment holding company. Both Eesti Gaas and Infortar are

based in Tallinn, the Estonian **capital**⁸, and Infortar is also **listed**⁹ on the Nasdaq Tallinn Stock Exchange Baltic Main List.

Estonian Gas and **Green Electricity**¹⁰

Eesti Gaas **provides**¹¹ its customers with natural gas **sourced**¹² from Western countries, as well as self-produced bio-methane. It is also responsible for running the largest

¹ to achieve sth to ə'tʃi:v 'sʌmθɪŋ osiągać coś

² to acquire sth to ə'kwɪə 'sʌmθɪŋ nabywać coś

³ to investigate sth to ɪn'vestɪɡeɪt 'sʌmθɪŋ badać coś

⁴ pride praɪd duma

⁵ turnover 'tʊ:n,əʊvə obrót finansowy

⁶ equivalent ɪ'kwɪvələnt równowartość

⁷ wholly-owned subsidiary ,həʊlɪ 'əʊnd səb'sɪdjəri spółka całkowicie zależna

⁸ capital 'kæpɪtəl stolica

⁹ listed 'lɪstɪd notowany na giełdzie

¹⁰ green electricity grɪ:n ɪlek'trɪsəti zielona energia

¹¹ to provide sth tə prə'vaɪd 'sʌmθɪŋ dostarczać coś, zaopatrywać w coś

¹² to source tə sɔ:s pozyskiwać

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A WORD WORTH REMEMBERING

municipal enterprise
/mju:'nɪsɪpəl
'entəpraɪz/
przedssiębiorstwo
komunalne

Fact File

The Estonian language is a **Finno-Ugric**¹ language, which is why many ethnic Estonians **consider**² themselves and their country as being Nordic rather than Baltic. Indeed, Tallinn is just 82 km from the Finnish capital Helsinki and 175 km away from the Estonian-Latvian border. Moreover, Tallsinki is a **colloquial term**³ for the Helsinki-Tallinn Euroregion, and the Estonian capital lies at a slightly more northerly **latitude**⁴ than Stockholm.



¹ Finno-Ugric ˌfɪnoʊˈjuːɡrɪk **ugrofiński**

² to consider tə kənˈsɪdə **uważać**

³ colloquial term kəˈləʊkwɪəl tɜːm
potoczne określenie

⁴ latitude ˈlætɪtjuːd **szerokość
geograficzna**

INFOBOX



LNG tanker Arctic Princess



Biogas production at Ilmatsalu

gas **distribution networks**¹³ in Estonia and Latvia with combined length of 7,000 km. Additionally, this gas company – which deals with both LNG (**liquefied natural gas**¹⁴) and CNG (**compressed natural gas**¹⁵) – also sells green electricity. Indeed, as long ago as 2019, the company opened Estonia's largest complex of **solar power stations**¹⁶ in Pärnu County in the south of the country, which it built in cooperation with Pärnu-based **waste management**¹⁷ company Paikre OÜ.

¹³ **distribution network** ,distrɪˈbjʊːʃən 'netwɜ:k sieć dystrybucyjna

¹⁴ **liquefied natural gas** 'lɪkwɪfaɪd 'nætʃərəl ɡæs

North German Gas and Green Electricity

Equally, EWE AG is among the biggest **municipal enterprises**¹⁸ in Germany. It is based in the city of Oldenburg in the north-western German state of Lower Saxony.

skroplony gaz ziemny

¹⁵ **compressed natural gas** kəmˈprest 'nætʃərəl ɡæs sprężony gaz ziemny

¹⁶ **solar power station** 'səʊlə ˈpaʊə 'steɪʃən elektrownia słoneczna

¹⁷ **waste management** weɪst 'mænɪdʒmənt gospodarowanie odpadami

¹⁸ **municipal enterprise** mjuːˈnɪsɪpəl ˈentəpraɪz

Inside Germany, EWE AG serves customers in three areas: northwest Germany, the state of Brandenburg in eastern Germany as well as on the island of Rügen in the northeast German state of Mecklenburg-West Pomerania. Furthermore, the company is one of the pioneers of **environmental protection**¹⁹ and digital participation in the field of energy generation and is a **key player**²⁰ in **hydrogen**²¹ infrastructure. Over the next few years, it **proposes**²² to invest in expanding **electricity grids**²³, build more **fibre-optic**²⁴ infrastructure and **erect**²⁵ new wind turbines.

The Big Deal

On 1 November, Eesti Gaas **announced**²⁶ that it had signed an agreement with EWE AG, **whereby**²⁷ it acquired a 100 percent **share**²⁸ in EWE's business operations in Poland. This was a really big deal, which was worth the equivalent of approx. USD 127 mln. Effectively, Elenger have taken control of western Poland's natural gas distribution network, plus all **business lines**²⁹ of energy sales in the area.

Poland's Second-Biggest

Indeed, EWE AG's Polish subsidiary, EWE Polska, is Poland's second-biggest

przedsiębiorstwo komunalne

¹⁹ **environmental protection** ɪnˌvaɪəərən'mentl prəˈtektʃən ochrona środowiska

²⁰ **key player** ki: 'pleɪə kluczowy gracz, główny gracz

²¹ **hydrogen** 'haɪdrədʒən wodór

²² **to propose** tə prəˈpəʊz zamierzać; przedstawiać propozycję

²³ **electricity grid** ɪlekˈtrɪsɪtɪ grɪd sieć energetyczna

²⁴ **fibre-optic** ˈfaɪbə ˈɒptɪk światłowodowy

²⁵ **to erect sth** tə ɪˈrekt 'sʌmθɪŋ wznosić, budować coś

²⁶ **to announce sth** tə əˈnaʊns 'sʌmθɪŋ ogłaszać coś

²⁷ **whereby** weəˈbaɪ na mocy którego

²⁸ **share** ʃeə akcja, udział

²⁹ **business line** ˈbɪznəs laɪn linia biznesowa

privately-owned network operator with a 2,316 km natural gas distribution serving over 25,000 customers in the west of Poland, **predominantly**³⁰ in the Poznań area. Moreover, apart from **infrastructure management**³¹, EWE Polska also sells electricity as well as natural gas. During 2023, the company sold 1.2 TWh (terawatt-hours) of energy.

From Germany to the Arctic Circle³²

Understandably³³, the **Managing Director**³⁴ of Eesti Gaas, Margus Kaasik, is excited about entering the Central European gas market. According to ERR News, Estonian Public Broadcasting's English-language **news service**³⁵, Mr. Kaasik announced that, in October 2024, Eesti Gaas had begun **storing**³⁶ gas in Poland and Germany for the first time, making the company active in a **sizeable**³⁷ area extending all the way from the Arctic Circle to Germany.

A Major Step³⁸

The transaction has also been **hailed**³⁹ as a great success by Mr. Ain Hanschmidt, the **Chairman**⁴⁰ of Infotar's **Management Board**⁴¹. He has announced the country's ambition is to expand beyond the Baltic-Finnish region into Central and Western Europe. In view of the **sheer**⁴² size and rapid growth of the gas market, Mr. Hanschmidt sees the acquisition of EWE Polska as a major step in this direction, which will **enable**⁴³ Eesti Gaas to deliver the best possible service to Central European consumers by bringing its **expertise**⁴⁴ and **experience**⁴⁵ as a gas supplier and network operator to Poland.

The German View

Having sold its Polish operations to Eesti Gaas, Mr. Stefan Dohler, Chairman of the EWE AG Board of Management announced that his company had set itself the **objective**⁴⁶ of **substantially**⁴⁷ increasing its investments in a climate-neutral and more **digitalised**⁴⁸ energy future. **On one hand**⁴⁹, his company

is concentrating on defined strategic growth areas including the expansion of **renewable energies**⁵⁰ and the **development**⁵¹ of a hydrogen economy; on the other hand, it is focusing on its **core regions**⁵², where it **bears particular responsibility**⁵³ for the success of the **transition**⁵⁴ from grey to green energy. In his view, the acquisition of EWE Polska would provide Eesti Gaas with potentially **lucrative**⁵⁵ new growth opportunities on the energy market in Poland.

Estonian Energy

There is no doubt **whatsoever**⁵⁶ as to the **significance**⁵⁷ of the acquisition of EWE Polska by Eesti Gaas for European energy generation and consumption. With its **vast**⁵⁸ experience in producing and selling both gas and electricity, much of which is produced using environmentally friendly technology, the Estonian energy giant is **securing**⁵⁹ its **promising future**⁶⁰ as an international energy **provider**⁶¹, with a much larger and more **extensive**⁶² customer base. Indeed, now that it has expanded its operations into Poland and Germany, there may even be **scope**⁶³ for Eesti Gaas to move even further westwards in the future. ■

³⁰ **predominantly** pri'dominəntli głównie

³¹ **infrastructure management** 'infəstrəktʃə(r) 'mænɪdʒmənt zarządzanie infrastrukturą

³² **Arctic Circle** 'ɑːktɪk 'sɜːkl koło podbiegunowe północne

³³ **understandably** ,ʌndə'stændəbli co zrozumiałe

³⁴ **Managing Director** 'mænɪdʒɪŋ di'rektə dyrektor zarządzający

³⁵ **news service** njuːz 'sɜːvɪs serwis informacyjny

³⁶ **to store sth** tə stɔː 'sʌmθɪŋ magazynować coś

³⁷ **sizeable** 'saɪzəbl spory

³⁸ **major step** 'meɪdʒə step ważny krok

³⁹ **hailed** heɪld chwালony

⁴⁰ **Chairman** 'tʃeəmən prezes

⁴¹ **Management Board** 'mænɪdʒmənt bɔːd zarząd

⁴² **sheer** ʃiə tuː sam

⁴³ **to enable** tə ɪ'neɪbl umożliwiać, pozwalać

⁴⁴ **expertise** ,ekspɜː'tɪz wiedza specjalistyczna

⁴⁵ **experience** ɪks'pɪəriəns doświadczenie

⁴⁶ **objective** əb'dʒektɪv cel

⁴⁷ **substantially** səb'stænʃəli pokaznie

⁴⁸ **digitalised** ,dɪdʒɪ'təlaɪzd cyfrowy

⁴⁹ **on one hand** ɒn wʌn hænd z jednej strony

⁵⁰ **renewable energies** rɪ'njuːəbl 'enədʒɪz źródła odnawialne

⁵¹ **development** dr'veləpmənt rozwój

⁵² **core regions** kɔː 'rɪːdʒənz główne obszary działania

⁵³ **to bear particular responsibility** tə beə pə'tɪkjʊlə rɪs,pɒnsə'bɪlətɪ ponosić szczególną odpowiedzialność

⁵⁴ **transition** træn'sɪʒən przejście

⁵⁵ **lucrative** 'luːkrətɪv lukratywny, dochodowy

⁵⁶ **there is no doubt whatsoever** ðeə ɪz nəʊ daʊt ,wɒtsəʊ'evə nie ma w ogóle wątpliwości

⁵⁷ **significance** sɪg'nɪfɪkəns znaczenie

⁵⁸ **vast** vɑːst ogromny

⁵⁹ **to secure sth** tə sɪ'kjʊə 'sʌmθɪŋ zapewniać coś

⁶⁰ **promising future** 'prɒmɪsɪŋ 'fjuːtʃə obiecująca przyszłość

⁶¹ **provider** prə'vaɪdə dostawca

⁶² **extensive** ɪks'tensɪv szeroki

⁶³ **scope** skəʊp możliwość



America First! (Can It Be Done?)



For decades, Western companies have **leveraged**¹ **cheap labour costs**² in **developing countries**³ as they produce cheap products for sale back home. But BEM's Michael Gaylord asks if this model can be replicated successfully back in the US, or UK for that matter, as **advocates**⁴ of **reshoring**⁵ **claim**⁶.

In a **remote corner**⁷ of Appalachia, which is one of the poorest regions of the US, where about 30 percent of citizens are **illiterate**⁸ and many people suffer from **unemployment**⁹, a new factory is opening. The Kentucky operation will produce shoes made **entirely**¹⁰ in America. **At first glance**¹¹, it appears this move **echoes**¹² the economic vision **advanced**¹³ by many populist politicians – including the **recently-elected**¹⁴ US president – which proposes a **manufacturing**¹⁵ renaissance consisting of: **oodles**¹⁶ of well-paying industrial jobs, products that are produced **domestically**¹⁷ in a factory owned by locals, and, consequently, pride in **home-grown**¹⁸ **enterprise**¹⁹ and **ingenuity**²⁰. And 'Voila!', everyone's happy again – right? However, **beneath the surface**²¹, this story is more complicated. What does manufacturing in the West really look like in 2025?

Dramatic Rise²² and Gradual Decline²³

To understand some of these complications, it's a good idea to examine, briefly, the history of manufacturing over the past

gospodarczej z powrotem do kraju macierzystego

⁶ to claim *tə kleɪm* twierdzić

⁷ in a remote corner *ɪn ə rɪ'məʊt 'kɔːnə*
w odległym zakątku

⁸ illiterate *ɪ'lɪtərət* analfabeta

⁹ unemployment *'ʌnɪm'plɔɪmənt* bezrobocie

¹⁰ entirely *ɪn'taɪəli* całkowicie

¹¹ at first glance *æt fɜːst glɑːns* na pierwszy rzut oka

¹² to echo *tə 'ekəʊ* odbijać echem

¹³ advanced *əd'vɑːnst* promowany

¹⁴ recently-elected *'riːsntli rɪ'lektɪd* niedawno wybrany

¹⁵ manufacturing *'mænjʊ'fæktʃərɪŋ* produkcja
przemysłowa

¹⁶ oodles *'uːdlz* *pot.* masa, mnóstwo

¹⁷ domestically *də'mestɪkli* w kraju

¹⁸ home-grown *'həʊm'grəʊn* lokalny

¹⁹ enterprise *'entəpraɪz* przedsiębiorczość

²⁰ ingenuity *ˌɪndʒɪ'njuːɪti* pomysłowość

²¹ beneath the surface *bɪ'niːθ ðə 'sɜːfɪs* pod
powierzchnią

²² dramatic rise *dre'mætrɪk raɪz* dramatyczny wzrost

²³ gradual decline *'grædʒʊəl dɪ'klaɪn* stopniowy
upadek

¹ to leverage sth *tə 'liːvərɪdʒ 'sʌmθɪŋ*

wykorzystywać coś jak najefektywniej

² cheap labour costs *tʃiːp 'leɪbə kɒsts* niskie
koszty pracy

³ developing countries *dɪ'veləpɪŋ 'kʌntrɪz* kraje
rozwijające się

⁴ advocate *'ædvəkeɪt* zwolennik

⁵ reshoring *ˌriːʃɔːrɪŋ* przeniesienie działalności



several decades. After the Second World War, factories in both the US and UK (as well as²⁴ in many parts of Canada) cranked out²⁵ appliances²⁶, automobiles, shoes and other clothing items²⁷. This employed millions and helped to build a prosperous middle class²⁸. However, as globalisation ramped up²⁹ in the late 20th century, many industries fled³⁰ these wealthy³¹ nations, finding looser regulations³² and cheaper labour in Asian, and in some cases, Latin American nations. This seismic³³ transition³⁴ hollowed out³⁵ industrial regions over a long, painful period, which lasted from the early 1970s to the late 1990s. The process was so traumatic that many economic and political tensions³⁶ that exist today are rooted³⁷ in this loss. To illustrate by number, in 2023 the US imported over USD 40bln worth of appliances, whereas 25 years earlier, in 1998, it imported roughly USD 8bln. In 2023 the UK had a

²⁴ as well as æz wel æz **jak również**

²⁵ to crank out tə kræŋk aʊt **produkować masowo**

²⁶ appliance ə'plaɪəns **urządzenie**

²⁷ clothing items 'kləʊðɪŋ 'aɪtəmz **części garderoby**

²⁸ middle class 'mɪdl kla:s **klasa średnia**

²⁹ to ramp up tə ræmp ʌp **nasilać się**

³⁰ to flee tə fli: **uciekać**

³¹ wealthy 'welθi **bogaty**

³² looser regulations 'lu:sə ,regjʊ'leɪʃənz **mniej restrykcyjne przepisy**

³³ seismic 'saɪzmɪk **ogromny**

³⁴ transition træ'nɪʃən **przemiana, przejście**

³⁵ to hollow out sth tə 'hɒləʊ aʊt 'sʌmθɪŋ **tu: spustoszyć, zniszczyć coś**

³⁶ tension 'tenʃən **napięcie**

³⁷ rooted 'ru:tɪd **zakorzeniony**

A WORD WORTH REMEMBERING

oodles
/'u:dlz/
pot. masa, mnóstwo

GBP 21bln **trade deficit**³⁸ in the automobile industry. Canada, meanwhile, imports over 90 percent of its **footwear**³⁹, mainly from Vietnam, China and Indonesia, and most of its other **apparel**⁴⁰ as well.

Advantages of Offshoring⁴¹

The most **significant**⁴² **factor**⁴³ that **encourages**⁴⁴ businesses in **so-called**⁴⁵ wealthy nations to offshore is, of course, cost savings of labour. Products in Asia can be produced **inexpensively**⁴⁶. “The **labour rates**⁴⁷ here (in the US) are very expensive”, the **chief operating officer**⁴⁸ of a Kentucky shoe manufacturer, Harry Pumel, **mentioned**⁴⁹ in a media interview. “Compared to factories in Asia, American **staffing costs**⁵⁰ run **roughly**⁵¹ 10 to 12 times higher.”

Although not as dramatically, these **cost savings**⁵², it appears, would apply to the auto sector as well as the apparel one. The average Chinese automobile **manufacturing plant**⁵³ worker earns between USD 900 and 1,000 monthly, according to Statistica; the average American autoworker makes between USD 5,200 and 5,500 (per month), according to the US Bureau of Labour Statistics. (According to various sources, Mexican autoworker **wages**⁵⁴ **were on par with**⁵⁵ those in China.)

What's more, many apparel products, such as shoes, are **crafted by hand**⁵⁶, which is **labour intensive**⁵⁷ and better **suited**⁵⁸, some say, to the Asian manufacturing culture. Plus, **manufacturing hubs**⁵⁹ there offer ready **links**⁶⁰ to important global **supply chains**⁶¹. In the auto industry, **auto parts**⁶² producers in China and **neighbouring**⁶³ jurisdictions such as Japan, South Korea and Taiwan **complement each other**⁶⁴, with car parts going **back and forth**⁶⁵ across **borders**⁶⁶ before the final product is produced. The same complex interaction exists between Mexico, Canada and the US.

³⁸ trade deficit *treɪd 'defɪsɪt* deficyt handlowy

³⁹ footwear *'fʊtweə* obuwie

⁴⁰ apparel *ə'pæərəl* odzież

⁴¹ offshoring *'ɒfʃɔːrɪŋ* przenoszenie produkcji za granicę

⁴² significant *sɪɡ'nɪfɪkənt* znaczący

Challenges⁶⁷ of Moving Production Back to the Rich Country

Due to⁶⁸ the successful **cohesion**⁶⁹ of these Asian hubs, **sourcing**⁷⁰ **affordable**⁷¹ parts and materials **solely**⁷² in one country (such as only, say, in the UK) is a **struggle**⁷³. Pepper Harward, **CEO**⁷⁴ of Oka Brands, one of the **rare**⁷⁵ companies still producing shoes in the US, is **aware of**⁷⁶ this challenge. “It's not a **self-sustained**⁷⁷ ecosystem. You kind of have to build your own”, Mr. Harward said in an interview with the BBC. Because **vendors**⁷⁸ and **suppliers**⁷⁹ often come and go, building this ecosystem is very difficult.

An **unclear issue**⁸⁰ is the number of jobs that reshoring advocates promise will be created in North American, or in European countries. Goods are made differently today – **instead of**⁸¹ being a **labour-intensive engine of robustness**⁸² as it was in the 1970s, for the most part it's more of a **high-tech**⁸⁴ and **capital-heavy**⁸⁵ **undertaking**⁸⁶ in 2025. The shoe factory in Kentucky **referred to**⁸⁷ above, relying on **automation**⁸⁸, has 24 employees **on site**⁸⁹, just a **fraction**⁹⁰ of the **workforce**⁹¹ that would be required in China. “[Thus], with tons of automation, we are making products here in the USA very economically and very **efficiently**⁹²”, said Mr Pumel.

⁴³ factor *'fæktə* czynnik

⁴⁴ to encourage sb to do sth *tə ɪn'kʌrɪdʒ 'sʌmbədɪ tə duː 'sʌmθɪŋ* skłaniać, zachęcać kogoś do zrobienia czegoś

⁴⁵ so-called *'səʊ'kɔːld* tak zwany

⁴⁶ inexpensively *ɪnɪks'pensɪvli* niedrogo

⁴⁷ labour rate *'leɪbə rɛɪt* stawka za pracę

⁴⁸ chief operating officer *tʃiːf 'ɒpəreɪtɪŋ 'ɒfɪsə* dyrektor operacyjny

⁴⁹ to mention *tə 'menʃən* wspominać

⁵⁰ staffing costs *'staːfɪŋ kɒsts* koszty zatrudnienia

⁵¹ roughly *'rʌfli* z grubszą

⁵² cost savings *kɒst 'seɪvɪŋz* redukcja kosztów

⁵³ manufacturing plant *ˌmænjʊ'fæktʃərɪŋ plɑːnt* fabryka

⁵⁴ wage *weɪdʒ* godzinówka, płaca

⁵⁵ to be on par with sth *tə biː ɒn pɑː wɪð 'sʌmθɪŋ* dorównywać czemuś

⁵⁶ crafted by hand *'kraːftɪd baɪ hænd* wykonany ręcznie

⁵⁷ labour intensive *'leɪbə ɪn'tensɪv* pracochłonny

⁵⁸ suited *'suːɪd* odpowiedni

⁵⁹ manufacturing hub *ˌmænjʊ'fæktʃərɪŋ hʌb* centrum produkcyjne

⁶⁰ link *lɪŋk* *tuː* połączenie, kontakt

⁶¹ supply chain *sə'plaɪ tʃeɪn* łańcuch dostaw

⁶² auto parts *'ɔːtəʊ pɑːts* części samochodowe

⁶³ neighbouring *'neɪbərɪŋ* sąsiedni

⁶⁴ to complement each other *'kɒmplɪmənt iːtʃ 'ʌðə* wzajemnie się uzupełniać

⁶⁵ back and forth *bæk ənd fɔːθ* tam i z powrotem

⁶⁶ border *'bɔːdə* granica

⁶⁷ challenge *'tʃælɪndʒ* wyzwanie

⁶⁸ due to sth *djuː tə 'sʌmθɪŋ* z powodu czegoś

⁶⁹ cohesion *kəʊ'hiːʒən* spójność

⁷⁰ sourcing *'sɔːsɪŋ* pozyskiwanie

⁷¹ affordable *ə'fɔːdəbl* przystępny cenowo

⁷² solely *'səʊli* wyłącznie

⁷³ struggle *'strʌgl* zmaganie

⁷⁴ CEO = Chief Executive Officer *tʃiːf ɪg'zekjʊtɪv 'ɒfɪsə* dyrektor generalny

⁷⁵ rare *rɛə* rzadki

⁷⁶ aware of sth *ə'weə ɒv 'sʌmθɪŋ* świadomy czegoś

⁷⁷ self-sustained *'selfsə'steɪnd* samowystarczalny

⁷⁸ vendor *'vendə* producent; dostawca

⁷⁹ supplier *sə'plaɪə* dostawca

⁸⁰ unclear issue *ˌʌn'klɪə(r) 'ɪʃuː* niejasna kwestia

⁸¹ instead of sth *ɪn'sted ɒv 'sʌmθɪŋ* zamiast czegoś

⁸² labour-intensive *'leɪbə ɪn'tensɪv* pracochłonny

⁸³ engine of robustness *'endʒɪn ɒv rəʊ'bʌstnəs* siła napędowa solidności, wytrzymałości

⁸⁴ high-tech *ˌhaɪ 'tek* stosujący najnowocześniejsze techniki

⁸⁵ capital-heavy *'kæptɪl 'hevi* wymagający dużych nakładów kapitałowych

⁸⁶ undertaking *ˌʌndə'teɪkɪŋ* przedsięwzięcie

⁸⁷ to refer to sth *tə rɪ'fɜː tə 'sʌmθɪŋ* odnosić się do czegoś

⁸⁸ automation *ˌɔːtə'meɪʃən* automatyzacja

⁸⁹ on site *ɒn saɪt* na miejscu

⁹⁰ fraction *'frækʃən* ułamek

⁹¹ workforce *'wɜːkfoːs* pracownicy

⁹² efficiently *ɪ'fɪʃəntli* efektywnie



On the other hand⁹³, some experts point out⁹⁴ that the supply chain interruptions⁹⁵ caused by the pandemic spurred⁹⁶ a greater interest in reshoring. And the high tariffs⁹⁷ that the US suddenly imposed on⁹⁸ its trading partners⁹⁹, as well those implemented¹⁰⁰ by countries that trade with the US (in retaliation¹⁰¹ for US president Trump's illegal actions¹⁰²), could bring about more interest in local manufacturing, they say.

If Past Attempts¹⁰³ at Reshoring Are Any Indication¹⁰⁴

However, it seems difficult to fathom¹⁰⁵ that tariffs alone will motor¹⁰⁶ a complete return to domestic production in North American and European countries – at least not in the short run¹⁰⁷. Turnaround times¹⁰⁸ for factory construction of automobile plants¹⁰⁹, for example, are two to three years at least. In the apparel industry, optimism for a full return to reshoring is equally muted¹¹⁰. “It would probably take 10 years of pretty high tariffs to give people incentives¹¹¹ to do it”, Harvard opined. Within the past decade, major companies such as Nike, Adidas and others tried to reshore on a large scale

with new manufacturing technologies, but those efforts¹¹² largely failed¹¹³. High labour costs, the difficulty robots face in performing intricate¹¹⁴ tasks such as stitching¹¹⁵ and gluing¹¹⁶, and the superiority¹¹⁷ of Asian production facilities¹¹⁸ in speed and scalability¹¹⁹ were likely the biggest culprits¹²⁰ contributing to¹²¹ this failure¹²².

The return to a ‘golden age¹²³’ of American or UK production would, seemingly, require ample¹²⁴ innovation, much investment and endless patience¹²⁵ – both on the part of manufacturers and consumers. Scaling production efficiently enough so that affordable products can be made for consumers who are used to acquiring¹²⁶ things inexpensively, especially with the protectionist policies¹²⁷ that are now in place, it appears, is not likely to be an easy task. Can we imagine, for example, the average American or Brit dishing out¹²⁸ several hundred pounds for a pair of simple trainers¹²⁹? Perhaps rather than seeking a return to past ‘glory days¹³⁰’, it would be more realistic for the powers that be¹³¹ to develop economic policies which support reshoring only in niche¹³² and specialised industries, for instance, those which emphasise¹³³ tradition, quality craftsmanship¹³⁴, or ecological innovation. These enterprises tend to¹³⁵ serve consumers who are more willing¹³⁶ to pay premium prices¹³⁷ for products. Simply put¹³⁸, because it has evolved to maximise the profits¹³⁹ of the most powerful entrepreneurs¹⁴⁰ and companies, the last few decades of globalisation cannot simply be reversed¹⁴¹. ■

⁹³ on the other hand *on ði: 'lðə hænd z drugiej strony*

⁹⁴ to point out sth *tə pɔɪnt aʊt 'sʌmθɪŋ wskazywać na coś*

⁹⁵ interruptions *ˌɪntəˈrʌpʃənz zakłócenia*

⁹⁶ to spur sth *tə spɜː 'sʌmθɪŋ pobudzać, wzbudzać coś*

⁹⁷ tariff *'tærɪf tu: cło*

⁹⁸ to impose sth on sb *tə ɪmˈpəʊz 'sʌmθɪŋ on 'sʌmbədi nakładać coś na kogoś*

⁹⁹ trading partner *'treɪdɪŋ 'pɑːtnə partner handlowy*

¹⁰⁰ to implement *tə ɪmˈplɪmənt wprowadzać, wdrażać*

¹⁰¹ retaliation *rɪˌtæliˈeɪʃən odpowiedź, odwet*

¹⁰² illegal actions *ɪˈliːɡəl ˈækfənz bezprawne działania*

¹⁰³ attempt *əˈtempt próba*

¹⁰⁴ indication *ˌɪndɪˈkeɪʃən wyznacznik, wskazówka*

¹⁰⁵ to fathom *tə ˈfæðəm pojąć, zrozumieć*

¹⁰⁶ to motor sth *tə ˈməʊtə 'sʌmθɪŋ napędzać coś*

¹⁰⁷ in the short run *ɪn ðə ʃɔːt rʌn wkrótce, w najbliższej przyszłości*

¹⁰⁸ turnaround time *ˈtɜːnəˌraʊnd taɪm czas oczekiwania*

¹⁰⁹ automobile plant *ˈɔːtəməʊbiːl plɑːnt fabryka samochodów*

¹¹⁰ muted *ˈmjuːtɪd stonowany, stłumiony*

¹¹¹ incentive *ɪnˈsentɪv bodziec*

¹¹² efforts *ˈefəts działania*

¹¹³ to fail *tə feɪl ponieść porażkę*

¹¹⁴ intricate *ˈɪntrɪkət złożony*

¹¹⁵ stitching *ˈstɪtʃɪŋ zszywanie*

¹¹⁶ gluing *ˈɡluːɪŋ klejenie*

¹¹⁷ superiority *ˌsjʊːˌpɪəriˈɒrɪti przewaga*

¹¹⁸ production facility *prəˈdʌkʃən fəˈsɪlɪti zakład produkcyjny*

¹¹⁹ scalability *ˌskeɪləˈbɪləti skalowalność*

¹²⁰ culprit *ˈkʌlpɪt winowajca*

¹²¹ to contribute to sth *tə kənˈtribjuːt tə 'sʌmθɪŋ przyczynić się do czegoś*

¹²² failure *ˈfeɪljə porażka*

¹²³ golden age *ˈɡəʊldən eɪdʒ złoty wiek*

¹²⁴ ample *ˈæmpl pokażny*

¹²⁵ patience *ˈpeɪʃəns cierpliwość*

¹²⁶ to acquire sth *tə əˈkwəɪə 'sʌmθɪŋ nabywać, kupować coś*

¹²⁷ policy *ˈpɒlɪsi polityka*

¹²⁸ to dish out sth *tə dɪʃ aʊt 'sʌmθɪŋ wydawać coś*

¹²⁹ trainers *ˈtreɪnəz obuwie sportowe, trampki*

¹³⁰ glory days *ˈɡlɔːri ˈdeɪz okres świetności*

¹³¹ the powers that be *ðə ˈpaʊəz ðæt biː będący u władzy*

¹³² niche *niːʃ niszowy*

¹³³ to emphasise sth *tə ɪmˈfæsaɪz 'sʌmθɪŋ kłaść nacisk na coś*

¹³⁴ quality craftsmanship *ˈkwɒlɪti ˈkraːftsmənʃɪp wysokiej jakości rzemiosło*

¹³⁵ to tend to do sth *tə tend tə duː 'sʌmθɪŋ mieć skłonność do czegoś*

¹³⁶ willing *ˈwɪlɪŋ gotowy*

¹³⁷ premium price *ˈpriːmjəm praɪs wyższa cena*

¹³⁸ simply put *ˈsɪmpli pʊt mówiąc wprost*

¹³⁹ profit *ˈprɒfɪt zysk*

¹⁴⁰ entrepreneur *ˌɒntrəˈprəʊnɜː przedsiębiorca*

¹⁴¹ reversed *rɪˈvɜːst odwrócony*

A New Lifestyle Experience at the Old Mall¹

Embraced by² increasing³ numbers of people as a means⁴ of staying fit and meeting friends, the sport of pickleball has exploded in popularity. BEM's Michael Gaylord dusted off⁵ his ping-pong paddle⁶ and hit the court⁷.

According to⁸ estimates⁹, between 10 and 15 percent of North American households¹⁰ now report at least¹¹ one member¹² who plays pickleball. Data¹³ from Pickleball America suggests over 20 million people stateside¹⁴ are picking up a racket at least once a month. And the sport is not just for the elderly¹⁵, as was perhaps thought early on its heyday¹⁶. It is growing among the 19 – to 35-year-old age cohort¹⁷, and especially among women. And it may be coming to a mall near you.

What is Pickleball, Exactly?

The game can be succinctly¹⁸ described as a mini version of tennis that encompasses¹⁹ elements of other racquet sports – the court is the same size as one used for badminton; there is the one-bounce rule²⁰ of tennis, as well as the opportunity to play doubles²¹; and the racquet, being opaque²² and solid²³, resembles²⁴ a table tennis one, although it's slightly larger and square-shaped. Arising out of²⁵ the Covid



¹ mall *mɔ:l* centrum handlowe

² embraced by sb *ɪm'breɪsd baɪ 'sʌmbədi* przyjęty przez kogoś

³ increasing *'ɪŋkri:ʃɪŋ* rosnący, wzrastający, coraz większy

⁴ means *mi:nz* sposób

⁵ to dust off *tə dʌst ɒf* odkurzyć

⁶ ping-pong paddle *pɪŋ pɒŋg 'pædl* rakietka do ping-ponga

⁷ to hit the court *tə hɪt ðə kɔ:t* wyrzucić na kort

⁸ according to sth *ə'kɔ:dɪŋ tə 'sʌmθɪŋ* według czegoś

⁹ estimates *'estɪməts* szacunki

¹⁰ household *'haʊshəʊld* gospodarstwo domowe

¹¹ at least *ət li:st* co najmniej

¹² member *'membə* członek

¹³ data *'dætə* dane

¹⁴ stateside *'steɪtsaɪd* *pot. amerykański*, w USA

¹⁵ the elderly *ði: 'eldəli* starsi

¹⁶ heyday *'heɪdeɪ* okres rozkwitu

¹⁷ age cohort *eɪdʒ 'kəʊhɔ:t* grupa wiekowa

¹⁸ succinctly *sək'sɪŋktli* zwięźle

¹⁹ to encompass sth *tə ɪn'kʌmpəs 'sʌmθɪŋ* obejmować coś

²⁰ one-bounce rule *wʌn baʊns ru:l* zasada jednego odbicia

²¹ to play doubles *tə pleɪ 'dʌblz* grać w debla

²² opaque *əp'pek tu:* bez naciągu

²³ solid *'sɒlɪd* solidny

²⁴ to resemble sth *tə rɪ'zeɪmbl 'sʌmθɪŋ* przypominać coś

²⁵ arising out of sth *ə'raɪzɪŋ ʌʊt ɒv 'sʌmθɪŋ* wynikający z czegoś

A WORD WORTH REMEMBERING

ping-pong paddle
/piŋ pɒŋg 'pædl/
rakiетка do
ping-ponga

OGIĄDAJ

VIDEO

business-english.com.pl

POBIERZ

NAGRAŃIA
MP3KOD DOSTĘPU:
ctxLUB ODSŁUCHAJ
NA STRONIE
business-english.com.plPOBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

pandemic, the **social**²⁶ aspect of the game is, for many, an effective antidote to the **lingering**²⁷ **loneliness**²⁸ felt by some. “I can get out of the house, **get** some **exercise**²⁹, and the people are nice – sometimes really nice”, 91-year-old Christina Leeder told BEM at a **pop-up**³⁰ pickleball **walk-in**³¹ court located inside a **former**³² **department store**³³ in Toronto. “You know every time I just hit a shot over the **net**³⁴, I feel good about myself,” she added after **deftly**³⁵ **whacking**³⁶ a solid forehand at her **startled**³⁷ **opponent**³⁸. Because it doesn’t **involve**³⁹ as much running and **pivoting**⁴⁰ as tennis (because of the small court and less bouncy ball), it’s been, thus far, especially attractive to older adults. However, in some **locales**⁴¹ it’s becoming more of a mainstream activity, which, perhaps, has **fuelled**⁴² some growth problems for the **fledgling**⁴³ game.

Wrinkles⁴⁴

Although it’s a great way to socialise, getting **court space**⁴⁵ can be a challenge. “I sometimes have to **book**⁴⁶ two weeks **ahead of time**⁴⁷”, David Macdonald told BEM between breaths while **taking a break**⁴⁸ at a **city-run**⁴⁹ pickleball game in Toronto. This is because the balance between **supply and demand**⁵⁰ has become **out of kilter**⁵¹. Builders of new courts look for space in parks, tennis courts, or **abandoned**⁵² department stores in old shopping malls. This can **provoke tension**⁵³. One city **mayor**⁵⁴ in Canada even resigned over a controversy in which the **city council**⁵⁵ wanted to use **public funds**⁵⁶ to build a new pickleball **development**⁵⁷, when he felt his city had higher priorities to **implement**⁵⁸.

Also, there are sometimes logistical and physical **hurdles**⁵⁹. Despite all the former **retail space**⁶⁰ that would seem to be



available⁶¹ (given the recent **headlines**⁶² about **brick-and-mortar**⁶³ stores closing and malls dying), finding a place to **house**⁶⁴ pickleball courts can be **tricky**⁶⁵. The space must be **zoned**⁶⁶ for such sporting activities. A lot of retail space is available in **industrial parks**⁶⁷, but these are not always **conductive to**⁶⁸ players who wish to **engage in**⁶⁹ a relaxing, healthy recreational activity.

³² former 'fɔ:mə dawny

³³ department store dɪ'pɑ:tmənt stɔ: dom towarowy

³⁴ net net siatka

³⁵ deftly 'deflti zwinnie, umiejętnie

³⁶ to whack tə wæk uderzyć bardzo mocno i energicznie, wałnąć

³⁷ startled 'stɑ:tld zaskoczony

³⁸ opponent ə'pəʊnənt przeciwnik

³⁹ to involve sth tə ɪn'vɒlv 'sʌmθɪŋ wymagać czegoś

⁴⁰ pivoting 'pɪvəʊŋ obracanie się

⁴¹ locale læ'kɑ:l miejsce akcji

⁴² to fuel sth tə fjuəl 'sʌmθɪŋ powodować, napędzać coś

⁴³ fledgling 'fledʒlɪŋ raczkujący, nowo powstały

⁴⁴ wrinkle 'rɪŋkl zmarszczka, tu: problem

⁴⁵ court space kɔ:t speɪs wolny kort

⁴⁶ to book sth tə bʊk 'sʌmθɪŋ za/rezerwować coś

⁴⁷ ahead of time ə'hed ɒv taɪmz wyprzedzeniem

⁴⁸ to take a break tə teɪk ə breɪk zrobić sobie

przerwę

⁴⁹ city-run 'sɪtɪ rʌn miejski, prowadzony przez miasto

⁵⁰ supply and demand sə'plaɪ ænd dɪ'mɑ:nd podaż i popyt

⁵¹ out of kilter ʌʊt ɒv 'kɪltə zaburzony, zachwiany

⁵² abandoned ə'bændənd opuszczony

⁵³ to provoke tension tə prə'vʌk 'tenʃən powodować napięcie

⁵⁴ mayor meə burmistrz

⁵⁵ city council 'sɪtɪ 'kaʊnsɪl rada miasta

⁵⁶ public funds 'pʌblɪk fʌndz środki publiczne

⁵⁷ development dɪ'veləpmənt tu: obiekt

⁵⁸ to implement sth tə ɪm'plɪmənt 'sʌmθɪŋ wdrażać coś

⁵⁹ hurdle 'hɜ:dl przeszkoda

⁶⁰ retail space 'ri:teɪl speɪs powierzchnia handlowa

⁶¹ available ə'veɪləbl dostępny

⁶² headlines 'hedlaɪnz nagłówki

⁶³ brick-and-mortar brɪk ænd 'mɔ:tə stacjonarny

⁶⁴ to house sth tə haʊs 'sʌmθɪŋ mieścić coś

⁶⁵ tricky 'trɪki trudny

⁶⁶ zoned zəʊnd wydzielony

⁶⁷ industrial park ɪn'dʌstriəl pɑ:k park przemysłowy

⁶⁸ conducive to sb kən'dju:sɪv tə 'sʌmbədi sprzyjający komuś

⁶⁹ to engage in sth tə ɪn'geɪdʒ ɪn 'sʌmθɪŋ wziąć w czymś udział, uczestniczyć w czymś, zaangażować się w coś

²⁶ social 'səʊʃəl towarzyski

²⁷ lingering 'lɪŋgərɪŋ długotrwały

²⁸ loneliness 'ləʊnlɪnəs samotność

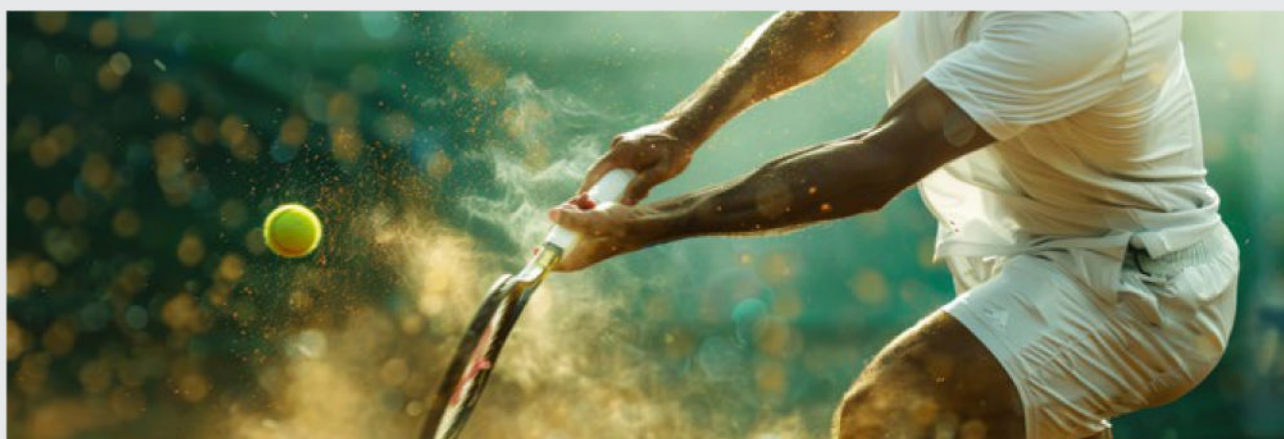
²⁹ to get exercise tə get 'eksəsaɪz zażyć ruchu, poćwiczyć

³⁰ pop-up 'pɒp ʌp tymczasowy

³¹ walk-in 'wɔ:k ɪn otwarty, dostępny dla wszystkich, niewymagający rezerwacji

Selective Idioms Related to Court Sports

IDIOM	TRANSLATION	MEANING	EXAMPLE IN SPEECH
the ball is in one's court /ðə bɔ:l ɪz ɪn wʌnz kɔ:t/	piłka jest po czyjejs stronie (druga strona decyduje co dalej)	An offer has been made to someone, now it's that person's responsibility to decide or take action.	"The interview is complete, and the company has made Robert an attractive offer. Now, the ball is in his court".
to call the shots /tə kɔ:l ðə ʃɒts/	decydować	To be in charge; to be in control.	"As the captain of Team Poland, Lewandowski got to call the shots".
to keep one's eye on the ball /tə ki:p wʌnz aɪ ɒn ðə bɔ:l/	być czujnym, obserwować, co się dzieje dookoła, czujnie obserwować sytuację	Stay focused; don't become distracted ¹ .	"My graduate diploma studies ² are difficult, but in order to succeed in them I must simply keep my eye on the ball".
to drop the ball /tə drɒp ðə bɔ:l/	zawalić, spartaczyć	To make a mistake by failing to do something that was viewed as necessary.	"This government has really dropped the ball on providing affordable housing ³ ".
to throw (someone or some people) a curveball /tə θrəʊ ə 'kɜ:vɔ:l/	dać komuś zagwozdkę (przedstawić problem, zadać trudne pytanie)	To be the recipient ⁴ of something unexpected or difficult to deal with.	"That spring snowstorm ⁵ really threw us a curveball!"
to have quick hands /tə hæv kwɪk hændz/	być zręcznym, mieć refleks, potrafić sprawnie manipulować np. przedmiotami (w kontekście sportu, rzemiosła, a także w przemości, gdy ktoś szybko i sprawnie radzi sobie z jakimś zadaniem)	To be able to perform tasks quickly, efficiently, deftly.	"The surgeon ⁶ is known for her quick hands, which enable her to perform delicate procedures with precision".



¹ **distracted** dɪs'træktɪd rozkojarzony

² **graduate diploma studies** 'grædʒʊət dɪ'plɒmə 'stʌdɪz studia podyplomowe

³ **affordable housing** ə'fɔ:dəbl 'haʊzɪŋ tanie mieszkania

⁴ **recipient** rɪ'sɪpiənt odbiorca

⁵ **snowstorm** 'snəʊstɔ:m śnieżycyca

⁶ **surgeon** 'sɜ:dʒən chirurg

Participants⁷⁰ often don't want to compete⁷¹ for parking space⁷² with huge tractor trailer vehicles⁷³. Converting existing retail space to into courts presents another challenge. Imagine trying to play around giant support beams⁷⁴, constantly worrying about⁷⁵ running into one of those pillars, for instance, that often exist in former department stores.

Networks of private pickleball franchises⁷⁶, which are opening rapidly, appear to overcome⁷⁷ some of these hurdles. Picklers started in 2022 and began franchising in 2023. It now has 26 locations in the United States. It is one of many big names in American pickleball. "These companies are essentially⁷⁸ going from zero to owning⁷⁹ ten or more facilities⁸⁰ in a year-and-a-half", said Bill Diaz, a US-based pickleball writer at Forbes Magazine. "That is pretty massive⁸¹", he added. The population growth of seniors has driven up⁸² demand

for the sport, which is thought to be easier on the joints⁸³ than tennis or squash. Another advantage of the franchise model is that individual owners (franchisees) can benefit from brand recognition⁸⁴ and from having a model that's worked in other locations. Since high interest rates⁸⁵ have somewhat⁸⁶ limited new construction, these franchises look for second-generation stores⁸⁷, such as big box shops⁸⁸ that have gone dark⁸⁹.

But you can't simply build an indoor⁹⁰ pickleball court anywhere. A space must be tall enough that players aren't lobbing⁹¹ balls into the lights. It should have sufficient⁹² parking space or at least be easy to get to. Since the cost per square metre⁹³ of renting space⁹⁴ can be high, new pickleball businesses must quickly build up a large membership base⁹⁵ to pay for this. After all, they are competing with municipality⁹⁶-sponsored courts which might charge⁹⁷ players a measly⁹⁸ five bucks⁹⁹. "It takes a lot of work to drive sales. You must motivate either new people, or the same people in a novel¹⁰⁰ way, and that can be really difficult", said one new franchisee.

After talking to many pickleball advocates¹⁰¹ and trying out the game several times, this writer had to admit that pickleball has many advantages over other court sports: in addition to being less harmful¹⁰² to aging¹⁰³ knees, it's a game of strategy – often points are scored¹⁰⁴ as a result of cunning¹⁰⁵ ball placement¹⁰⁶ and serve technique, for example, and not by brute force¹⁰⁷ or speed. The culture of the sport appears to have none of the stuffiness¹⁰⁸ of some other racquet sports – no pretentious¹⁰⁹ club atmosphere, which can be characterised by dress codes¹¹⁰ and exorbitant¹¹¹ fees, for example. In fact, you can pay by the hour. The people tend to be welcoming, laid-back¹¹² and friendly, which also appealed to this writer.

However, in some regions there aren't enough courts to play on, especially in

⁷⁴ support beam sə'pɔ:t bi:m dźwigar

⁷⁵ to worry about sth tə 'wʌrɪ ə'baʊt 'sʌmθɪŋ martwić się o coś

⁷⁶ franchise 'fræntɪʒaɪz franczyza

⁷⁷ to overcome sth tə ə'ʊvə'kʌm 'sʌmθɪŋ pokonywać, przezwyciężać coś

⁷⁸ essentially 'ɪ'senʃəli zasadniczo

⁷⁹ to own sth tə əʊn 'sʌmθɪŋ posiadać coś

⁸⁰ facility fə'sɪləti obiekt

⁸¹ that is pretty massive ðæt ɪz 'prɪti 'mæsɪv to naprawdę robi wrażenie

⁸² to drive up sth tə draɪv ʌp 'sʌmθɪŋ podnosić coś

⁸³ joint dʒɔɪnt staw

⁸⁴ brand recognition brænd ,rekəg'nɪʃən rozpoznawalność marki

⁸⁵ interest rates 'ɪntrəst reɪts stopy procentowe

⁸⁶ somewhat 'sʌmwʌt do pewnego stopnia

⁸⁷ second-generation store 'sekənd ,dʒənə'reɪʃən stɔ: sklep drugiej generacji (sklep, który jest prowadzony przez drugie pokolenie tej samej rodziny lub został przejęty przez kolejnego najemcę niekoniecznie związanego rodzinnie z pierwszym)

⁸⁸ big box shop bɪɡ bɒks ʃɒp duży supermarket

⁸⁹ to go dark tə ɡəʊ dɑ:k zawiesić działalność

⁹⁰ indoor 'ɪndə: kryty

⁹¹ to lob sth tə lɒb 'sʌmθɪŋ wysoko coś wybijać

⁹² sufficient sə'fɪʃənt wystarczający

⁹³ square metre skweə 'mi:tə metr kwadratowy

⁹⁴ renting space 'rentɪŋ speɪs powierzchnia do wynajęcia

⁹⁵ membership base 'membəʃɪp beɪs baza członkowska, baza członków

⁹⁶ municipality mju:ˌnɪsɪ'pæləti władze miasta

⁹⁷ to charge tə tʃɑ:dʒ pobierać opłatę

⁹⁸ measly 'mi:zli marny, nędzny

⁹⁹ buck bʌk pot. dolec, dolar

¹⁰⁰ novel 'nɒvəl tu: nowy, oryginalny

¹⁰¹ advocate 'ædvəkeɪt zwolennik

¹⁰² harmful 'hɑ:mfəl szkodliwy

¹⁰³ aging 'eɪdʒɪŋ starzejący się

¹⁰⁴ scored skɔ:d zdobyty

¹⁰⁵ cunning 'kʌnɪŋ sprytny

¹⁰⁶ ball placement bɔ:l 'pleɪsmənt tu: zagranie

¹⁰⁷ brute force brʊ:t fɔ:s brutalna siła

¹⁰⁸ stuffiness 'stʌfɪnəs wyniosłość, sztywność

¹⁰⁹ pretentious prɪ'tenʃəs pretensjonalny

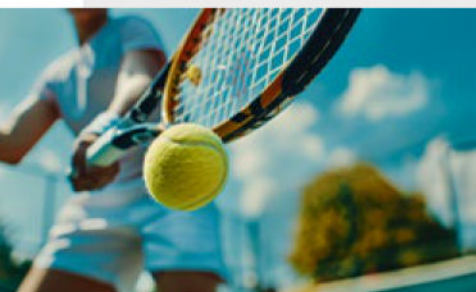
¹¹⁰ dress code dres kəʊd zasady ubioru, kod ubraniowy

¹¹¹ exorbitant ɪɡ'zɔ:bɪtənt wygórowany

¹¹² laid-back ,leɪd 'bæk wyluzowany

Basic Tennis Vocabulary

- FOREHAND is a shot made with the racquet on the same side of the body as the hand holding the racquet. The player swings the racquet across their body to meet the ball.
- BACKHAND is a shot made with the racquet on the opposite side of the body from the hand holding the racquet. Players can hit a one-handed or two-handed backhand.



INFOBOX

⁷⁰ participant pɑ:'tɪsɪpənt uczestnik, zawodnik

⁷¹ to compete tə kəm'pi:t konkurować

⁷² parking space 'pɑ:kɪŋ speɪs miejsce parkingowe

⁷³ tractor trailer (vehicle) 'træktə 'treɪlə ('vi:kl) tir



PICKLEBALL PREPOSITIONS

Choose the correct preposition to complete the sentences.

A. about B. against C. among D. for
E. in F. on G. to H. with

- Pickleball is becoming popular _____ older adults who want exercise without too much strain.
- A casual game can be played indoors, or outside _____ sunny afternoons.
- The paddle is similar _____ a ping-pong paddle, only larger and square-shaped.
- In some towns, players may have to wait patiently _____ their turn on crowded courts.
- New businesses often set up courts _____ abandoned department stores.
- Many players enjoy the social side, chatting _____ friends during breaks.
- In doubles matches, you and your partner compete _____ another team.
- City councils sometimes disagree _____ whether public funds should support pickleball facilities.

BEM TEST

Answers: 1. C, 2. F, 3. G, 4. D, 5. E, 6. H, 7. B, 8. A

winter, as many courts currently use (out-door¹¹³) tennis spaces. There have been examples of some new pickleball businesses closing because of not making enough money. And more should be done to attract¹¹⁴ younger players, if intergenerational¹¹⁵ cohesion¹¹⁶ – which nicely livens up¹¹⁷ the social aspect of the sport – is to exist. Nevertheless¹¹⁸, the remarkable¹¹⁹ uptake¹²⁰ of the game is a testament to¹²¹ its attractiveness, its flexible¹²² ability to creatively use dormant¹²³ public space¹²⁴, and, since games often act as a gathering space¹²⁵ for locals, its potential to build community spirit¹²⁶ and sense of belonging¹²⁷. If you're looking for an easy and fun way to experience a new sport that's relatively low-impact¹²⁸ and yet cardio-enhancing¹²⁹, well, the ball's in your court¹³⁰ – give it a try! ■

¹¹³ outdoor 'aʊtɔː odkryty

¹¹⁴ to attract sb tʊ ə'trækt 'sʌmbədɪ przyciągać kogoś

¹¹⁵ intergenerational ,ɪntə,dʒənə'reɪʃənɪ międzypokoleniowy

¹¹⁶ cohesion kəʊ'hiːʒən spójność

¹¹⁷ to liven up sth tə 'laɪvən ʌp 'sʌmθɪŋ ożywiać coś

¹¹⁸ nevertheless 'nevəðə'les niemniej jednak

¹¹⁹ remarkable rɪ'mɑːkəbl niezwykle

¹²⁰ uptake 'ʌptek tu: przyjęcie czegoś, otwarcie na coś

¹²¹ testament to sth 'testəmənt tə 'sʌmθɪŋ świadectwo czegoś

¹²² flexible 'fleksəbl elastyczny

¹²³ dormant 'dɔːmənt uśpiony

¹²⁴ public space 'pʌblɪk speɪs przestrzeń publiczna

¹²⁵ gathering space 'gæðərɪŋ speɪs miejsce spotkań

¹²⁶ community spirit kə'mjuːnəti 'spɪrɪt duch wspólnoty

¹²⁷ sense of belonging sens əv brɪ'lɒŋɪŋ poczucie przynależności

¹²⁸ low-impact ,ləʊ 'ɪmpækt mało intensywny

¹²⁹ cardio-enhancing 'kɑːdiəʊ ɪn'hɑːnsɪŋ poprawiający wydolność krążeniowo-oddechową

¹³⁰ the ball's in your court ðə bɔːlz ɪn jə kɔːt piłka jest po twojej stronie



Endurance Sport¹ Vacations

Forget **lazing**² around a swimming pool; the latest holiday **craze**³ is to get active, and I don't mean a **gentle**⁴ morning jog on the beach. Enter the world of endurance sport vacations.

For many, holidays mean **chilling out**⁵ on a **sunlounger**⁶ and **recharging your batteries**⁷, or maybe **overindulging**⁸ at restaurants and **BBQs**⁹. Increasingly, however, a new **breed**¹⁰ of traveller is packing their running shoes, **wetsuits**¹¹ and bikes, rather than **flip-flops**¹² and the latest crime thriller. The rise of endurance sport vacations has transformed the idea of **leisure**¹³, **merging travel with**¹⁴ testing the **limits**¹⁵ of **physical performance**¹⁶.

These **trips**¹⁷ combine the structure of organised sporting events with the **pleasures**¹⁸ of exploration, community and personal challenge. From marathon running in the desert to **multi-day**¹⁹ cycling across **mountain ranges**²⁰, endurance holidays are attracting thousands of **participants**²¹ **worldwide**²². But what explains their **appeal**²³, who exactly is **signing up**²⁴, and is this simply another travel **fad**²⁵, or the start of a **permanent shift**²⁶ in how we holiday?

What Are Endurance Sport Vacations?

The term **refers to**²⁷ holidays centred around challenging physical activities, often involving **extended**²⁸ **effort**²⁹, **stamina**³⁰ and sometimes **extreme conditions**³¹.

Unlike **fitness retreats**³², which focus on relaxation and wellness, endurance trips are about testing limits. Participants run, swim, cycle, **hike**³³ or ski for **prolonged periods**³⁴, sometimes in **back-to-back**³⁵ **stages**³⁶ over several days.

Examples include:

- Running an ultramarathon through the Moroccan desert.
- Taking part in a week-long cycling tour of the Alps.
- Swimming between Greek islands in the Aegean Sea.
- Hiking the Camino de Santiago over **consecutive days**³⁷ at a **demanding**³⁸ **pace**³⁹.

The format varies. Some holidays **revolve around**⁴⁰ established competitions such as Ironman triathlons or stage races. Others are **bespoke**⁴¹ tours **run**⁴² by specialist companies that **blend** demanding sport **with**⁴³ cultural experiences. The **unifying thread**⁴⁴ is that the journey is physically **gruelling**⁴⁵, as well as geographically adventurous.

¹ endurance sport 'ɪn'dʒʊərəns spɔ:t sport wytrzymałościowy

² lazing 'leɪzɪŋ leniuchowanie

³ craze kreiz szal

⁴ gentle 'dʒentəl spokojny

⁵ to chill out tə'ʃɪl aʊt relaksować się

⁶ sunlounger 'sʌnləʊndʒə(r) leżak

⁷ to recharge one's batteries tə'reɪ'tʃɑ:dʒ wʌnz 'bætərɪz ładować akumulatory

⁸ overindulging 'əʊvərɪn'dʌldʒɪŋ objadanie się

⁹ BBQ = barbecue 'bɑ:bɪkjʊ: grill

¹⁰ breed brɪ:d tu: rodzaj

¹¹ wetsuit 'wetsu:t pianka do nurkowania

¹² flip-flops 'flɪp.flɒps japonki

¹³ leisure 'leɪʒə wypoczynek

¹⁴ to merge sth with sth tə mɜ:dʒ łączyć coś z czymś

¹⁵ limits 'lɪmɪts granice

¹⁶ physical performance 'fɪzɪkəl pə'fɔ:məns sprawność fizyczna

¹⁷ trip trɪp wycieczka, wyprawa

¹⁸ pleasure 'pleɪʒə przyjemność

¹⁹ multi-day 'mʌltɪ deɪ wielodniowy

²⁰ mountain range 'maʊntən reɪndʒ pasmo górskie

²¹ participant pɑ:'tɪsɪpənt uczestnik

²² worldwide 'wɜ:ldwaɪd na całym świecie

²³ appeal ə'pi:l atrakcyjność, urok

²⁴ to sign up tə saɪn ʌp zapisać się

²⁵ fad fæd moda

²⁶ permanent shift 'pɜ:mənənt ʃɪft stała zmiana

²⁷ to refer to sth tə rɪ'fɜ: tə 'sʌmθɪŋ odnosić się do czegoś

²⁸ extended ɪks'tendɪd tu: dłuższy, wydłużony

²⁹ effort 'efət wysiłek

³⁰ stamina 'stæmɪnə wytrzymałość, kondycja

³¹ extreme conditions ɪks'tri:m kən'dɪʃənz ekstremalne warunki

³² fitness retreat 'fɪtnɪs rɪ'tri:t wyjazd rekreacyjny

³³ to hike tə haɪk wędrować

³⁴ prolonged period prɒ'lɒŋd 'pɪərɪəd dłuższy okres

³⁵ back-to-back ,bæk tə 'bæk następujący jeden po drugim

³⁶ stage steɪdʒ etap

³⁷ consecutive days kən'sekjʊtɪv 'deɪz kolejne dni

³⁸ demanding dɪ'mɑ:ndɪŋ wymagający

³⁹ pace peɪs tempo

⁴⁰ to revolve around sth tə rɪ'vɒlv ə'raʊnd 'sʌmθɪŋ kręcić się wokół czegoś

⁴¹ bespoke bɪ'spɒk przygotowany na zamówienie

⁴² to run tə rʌn prowadzić

⁴³ to blend sth with sth tə blænd łączyć coś z czymś

⁴⁴ unifying thread 'ju:nɪfaɪɪŋ θred wspólny mianownik

⁴⁵ gruelling 'grʊəlɪŋ wyczerpujący

A WORD WORTH REMEMBERING

sunlounger
/'sʌnləʊndʒə(r)/
leżak



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The Attraction: Why Push⁴⁶ on Holiday?

At first glance⁴⁷, deliberately⁴⁸ choosing exhaustion⁴⁹ over relaxation sounds counterintuitive⁵⁰ – as the cliché⁵¹ goes, you may end up feeling like you need a holiday to recover from your holiday. Yet the attraction lies in direct contrast to our traditional perspective of what needs a vacation meets.

Achievement⁵² and Personal Growth

For many, completing a marathon, triathlon, or cycling ascent⁵³ has deep symbolic value. Holidays built around such challenges give participants a tangible goal⁵⁴ and a lasting⁵⁵ sense of accomplishment⁵⁶, far beyond the memories of sight-seeing⁵⁷. Crossing a finish line or sum-miting⁵⁸ a mountain becomes a personal triumph etched into⁵⁹ their holiday story – and of course, shared online.

Escaping Routine

Modern life often blurs the line⁶⁰ between work and leisure. An endurance trip offers a complete break – one where

AT FIRST GLANCE, DELIBERATELY CHOOSING EXHAUSTION OVER RELAXATION SOUNDS COUNTERINTUITIVE.

phones are put aside⁶¹, office pressures vanish⁶², and all attention⁶³ focuses on the body's rhythm and the environment's⁶⁴ demands⁶⁵. The mental reset can be just as powerful as the physical workout⁶⁶.

Community and Camaraderie⁶⁷

These holidays foster⁶⁸ a strong sense of community. Shared hardship⁶⁹ builds bonds⁷⁰ quickly, whether it is fellow⁷¹ runners encouraging⁷² each other through a storm or cyclists tackling⁷³ the same punishing⁷⁴ Alpine ascent as featured⁷⁵ on the Tour de France. Many participants say that the friendships formed become as valuable as the medals or certificates collected.

A Different Kind of Luxury

Oddly⁷⁶, there can be a luxurious reward awaiting. Participants are often accommodated⁷⁷ in comfortable lodges⁷⁸ or boutique hotels⁷⁹, with meals prepared and logistics handled⁸⁰. Unlike professional athletes, holidaymakers can finish

⁴⁶ to push *tə pʊʃ tu:* forsować się

⁴⁷ at first glance *æt fɜːst glɑːns* na pierwszy rzut oka

⁴⁸ deliberately *dɪ'lɪbəreɪtli* celowo

⁴⁹ exhaustion *ɪg'zɔːstʃən* zmęczenie

⁵⁰ counterintuitive *ˌkaʊntər ɪn'tjuːɪtɪv* paradoksalny

⁵¹ cliché *'kliːʃeɪ* frazes

⁵² achievement *ə'tʃiːvmənt* osiągnięcie

⁵³ ascent *ə'sent* podjazd

⁵⁴ tangible goal *'tændʒəbl ɡəʊl* konkretny cel

⁵⁵ lasting *'lɑːstɪŋ* trwały

⁵⁶ sense of accomplishment *sens ɒv ə'kɒmplɪʃmənt* poczucie spełnienia

⁵⁷ sightseeing *'saɪt,siːɪŋ* zwiedzanie

⁵⁸ to summit *tə 'sʌmɪt* zdobyć

⁵⁹ etched into sth *etʃd 'ɪntuː 'sʌmθɪŋ* wyryty w czymś

⁶⁰ to blur the line *tə blɜː ðə laɪn* zacierać granicę

⁶¹ to put aside *tə pʊt ə'saɪd* odkładać na bok

⁶² to vanish *tə 'vænɪʃ* znikać

⁶³ attention *ə'tenʃən* uwaga

⁶⁴ environment *ɪn'vaɪərənmənt* środowisko, otoczenie

⁶⁵ demands *dɪ'mɑːndz* wymagania

⁶⁶ physical workout *'fɪzɪkəl 'wɜːkaʊt* trening fizyczny

⁶⁷ camaraderie *ˌkæmə'rɑːdəriː* koleżeństwo

⁶⁸ to foster *tə 'fɒstə* rozwijać

⁶⁹ hardship *'hɑːdʃɪp* trudność

⁷⁰ bond *bɒnd* więź

⁷¹ fellow *'feləʊ* towarzysz

⁷² to encourage *tə ɪn'kʌrɪdʒ* dodawać otuchy, mobilizować

⁷³ to tackle *tə 'tækl* atakować

⁷⁴ punishing *'pʌnɪʃɪŋ* morderczy, wyczerpujący

⁷⁵ featured *'fiːtʃəd* przedstawiony, pokazany

⁷⁶ oddly *'ɒdli* co dziwne

⁷⁷ accommodated *ə'kɒmədeɪtɪd* zakwaterowany

⁷⁸ lodge *lɒdʒ* domek, chatka

⁷⁹ boutique hotel *bʊ:'tiːk hɒtəl* hotel butikowy (kameralny, o wysokim standardzie)

⁸⁰ to handle *tə 'hændl* zajmować się



Fact Box

Social capital describes the networks and **relationships**¹ that people form to create **mutual**² and shared value. It includes friendships, community ties and professional connections. Strong social capital fosters cooperation, exchange of knowledge and mutual support, often giving individuals and groups advantages in achieving goals – this can also **further**³ their careers.



¹ relationship ˈrɪleɪʃənʃɪp relacja

² mutual ˈmju:tʃʊəl wspólny

³ to further tə ˈfɜːðə rozwijać

INFOBOX

a tough day's stage by enjoying fine food, spa treatments, or wine tasting. The mix of **exertion**⁸¹ and indulgence creates an **appealing**⁸² balance.

Who Signs Up for the Pain and Pleasure Packages?

The stereotype might suggest **elite athletes**⁸³, but the reality is broader.

- Mid-career professionals are heavily represented. With **disposable income**⁸⁴ and a taste for adventure, they use endurance holidays as both escape and **personal statement**⁸⁵.
- Couples and groups of friends sign up together, turning the trip into a shared challenge.

- Retirees are an increasingly visible demographic. Far from slowing down, many active older adults use endurance holidays to prove **vitality**⁸⁶ and **tick** ambitious experiences **off**⁸⁷ their **bucket lists**⁸⁸.
- Women are participating in growing numbers, challenging old **assumptions**⁸⁹ that endurance sports are male-dominated. Events designed specifically for women, such as triathlon camps or running tours, have become popular.

Fitness levels vary widely. Some participants train for months **in advance**⁹⁰, while others **rely on**⁹¹ **sheer**⁹² determination. Most tour organisers provide **graded**⁹³ **routes**⁹⁴ or support vehicles, **ensuring**⁹⁵ that people can participate without being **world-class**⁹⁶ athletes.

Main Events and Destinations⁹⁷

Endurance holidays are now spread across the globe, with certain locations developing reputations as **hubs**⁹⁸.

Triathlon Havens⁹⁹

Hawaii, where the Ironman World Championship is held, remains iconic. Yet European **resorts**¹⁰⁰ such as Lanzarote, Majorca and Nice have become **hot-spots**¹⁰¹, offering triathlons or training camps in sunny climates with challenging terrain.

Cycling Classics

The Alps and Pyrenees are **mecas**¹⁰² for cyclists. Routes mirroring the Tour de France allow amateurs to test themselves on legendary **climbs**¹⁰³ such as Alpe d'Huez or Mont Ventoux. Italy's Dolomites also attract riders eager to combine endurance with spectacular **landscapes**¹⁰⁴ and a taste of local **cuisine**¹⁰⁵.

Running Adventures

From city marathons in London, Berlin and New York to ultra-marathons across deserts, jungles and mountains, running holidays offer **enormous**¹⁰⁶ **variety**¹⁰⁷. The Marathon des Sables in Morocco, **spanning**¹⁰⁸ six days across the Sahara, has become almost mythical among endurance runners. Meanwhile, destination marathons in places such as the Great Wall of China combine sport with iconic tourism.

Swimming and Multi-Sport Holidays

Open-water swimming tours have **gained momentum**¹⁰⁹. The Greek islands,

⁸¹ exertion ɪɡˈzɜːʃən wysiłek

⁸² appealing əˈpiːlɪŋ pociągający

⁸³ elite athlete ˈelɪt ˈæθliːt profesjonalny sportowiec

⁸⁴ disposable income ˈdɪsˈpəʊzəbl ˈɪnkəmə dochód rozporządzalny, wolne środki

⁸⁵ personal statement ˈpɜːsnəl ˈsteɪtmənt osobiste oświadczenie

⁸⁶ vitality ˈvaɪˈtæləti witalność

⁸⁷ to tick off tə ˈtɪk ɒf odhaczyć

⁸⁸ bucket list ˈbʌkɪt lɪst lista rzeczy do zrobienia

⁸⁹ assumption əˈsʌmpʃən założenie

⁹⁰ in advance ɪn ədˈvɑːns z wyprzedzeniem

⁹¹ to rely on sth tə rɪˈlaɪ ɒn ˈsʌmɪŋ polegać na czymś

⁹² sheer ʃɪr czysty

⁹³ graded ˈɡreɪdɪd stopniowany, dopasowany do różnych poziomów

⁹⁴ route ruːt trasa

⁹⁵ to ensure tə ɪnˈʃʊə zapewniać

⁹⁶ world-class ˈwɜːld ˈklaːs światowej klasy

⁹⁷ destination ˌdestɪˈneɪʃən cel podróży

⁹⁸ hub hʌb centrum

⁹⁹ haven ˈheɪvn raj

¹⁰⁰ resort rɪˈzɔːt kurort

¹⁰¹ hotspot ˈhɒtsptɒt popularne miejsce

¹⁰² mecca ˈmekə mekka

¹⁰³ climb klaɪm wzniesienie, podjazd

¹⁰⁴ landscape ˈlændskeɪp krajobraz

¹⁰⁵ cuisine ˈkwiːziːn kuchnia

¹⁰⁶ enormous ɪˈnɔːməs olbrzymi

¹⁰⁷ variety vəˈraɪəti różnorodność

¹⁰⁸ to span tə spæn trwać

¹⁰⁹ to gain momentum tə ɡeɪn məˈmentəm nabrać rozpędu



SCRAMBLED!

Unscramble the verbs of endurance to fill the gaps.

1. While many travellers prefer to rest on a sunlounger, others choose to (n i a t r) _____ for months before taking an endurance holiday.
2. Cyclists must (b i l m c) _____ legendary mountains such as Alpe d'Huez or Mont Ventoux.
3. Marathon runners often (d e e n r u) _____ extreme heat and exhaustion in desert races.
4. Some adventurers (m i s w) _____ across bays when taking part in island-to-island tours.
5. Trekkers (k i h e) _____ long distances day after day on the Camino de Santiago.
6. Ultra-athletes push themselves to (r u p s s a s) _____ limits they never thought possible.
7. Cold-water swimmers (s i s e r t) _____ the freezing temperatures of Scottish lochs.
8. Groups of runners help each other (e r v p e e s r e) _____ through storms and steep climbs.

BEM TEST

Answers: 1. train, 2. climb, 3. endure, 4. swim, 5. hike, 6. surpass, 7. resist, 8. persevere

Croatian **coastline**¹¹⁰, and even the **chilly**¹¹¹ waters of Scotland host guided swims between **bays**¹¹² and islands. Some combine swimming with kayaking or **trail running**¹¹³, creating multi-sport challenges.

Hiking and Trekking¹¹⁴ Challenges

While long-distance walking holidays are not new, the endurance **twist**¹¹⁵ lies in **upping**¹¹⁶ the pace and **difficulty**¹¹⁷. Treks through the Himalayas, the Andes or Patagonia, completed in **tight schedules**¹¹⁸, offer both **scenic**¹¹⁹ rewards and demanding physical tests.

A Growing Industry

Not surprisingly, travel operators have been quick to **cash in on**¹²⁰ the craze. Specialist companies offer **full packages**¹²¹ including transport, accommodation, **nutrition**¹²², coaching and support teams. Some trips blend physical challenge with **cultural immersion**¹²³ – cycling through **vineyards**¹²⁴, for example, or running stages that end in historic villages.

Mainstream holiday providers have also **taken notice**¹²⁵. Resorts now market themselves with fitness trails, guided bike rides or links to local races. Airlines and **tourism boards**¹²⁶ **court**¹²⁷ endurance travellers, **recognising**¹²⁸ that they stay longer, spend more, and often return year after year.

The rise also reflects broader lifestyle trends. Fitness culture has become mainstream, **fuelled**¹²⁹ by **wearable technology**¹³⁰, social media and the **visibility**¹³¹ of major events. Posting a finish-line photo or sharing training **updates**¹³² has become a form of **social capital**¹³³ (see Fact Box). For many, an endurance holiday is as much about the story told **afterwards**¹³⁴ as the effort itself.

Challenges and Criticisms

Not everyone views the trend positively. Critics suggest that turning holidays

¹¹⁰ coastline 'kəʊstlaɪn wybrzeże

¹¹¹ chilly 'tʃɪli zimny

¹¹² bay beɪ zatoka

¹¹³ trail running treɪl 'rʌnɪŋ bieganie po naturalnym terenie, bieg w terenie

¹¹⁴ trekking 'trekɪŋ forma turystyki pieszej, która wyróżnia się przede wszystkim długością i stopniem trudności

¹¹⁵ twist twɪst zwrot

¹¹⁶ upping 'ʌpɪŋ podnoszenie

¹¹⁷ difficulty 'dɪfɪkəlti tu: poziom trudności

¹¹⁸ tight schedule taɪt 'fedju:l napięty harmonogram

¹¹⁹ scenic 'sɪ:nɪk malowniczy

¹²⁰ to cash in on sth tə kæʃ ɪn ɒn 'sʌmθɪŋ zarobić na czymś

¹²¹ full package fʊl 'pækɪdʒ pełny pakiet

¹²² nutrition nju:'trɪʃən żywienie

¹²³ cultural immersion 'kʌltʃərəl ɪ'mɜ:ʃən zanurzenie kulturowe

¹²⁴ vineyard 'vaɪnjəd winnica

¹²⁵ to take notice tə teɪk 'nəʊtɪs zwracać uwagę

¹²⁶ tourism board 'tuəɪzəm bɔ:d organizacja turystyczna

¹²⁷ to court tə kɔ:t zabiegać

¹²⁸ to recognise tə 'rekəɡnaɪz tu: zauważać

¹²⁹ fuelled fju:ld napędzany

¹³⁰ wearable technology 'weərəbl tek'nɒlədʒi technologia noszona

¹³¹ visibility vɪzə'bɪləti widoczność

¹³² update ʌp'det bieżąca informacja

¹³³ social capital 'səʊʃəl 'kæpɪtəl kapitał społeczny, sieć powiązań, zaufania i wartości, które ludzie gromadzą w wyniku interakcji społecznych

¹³⁴ afterwards 'ɑ:ftəwədz później

NOT EVERYONE VIEWS THE TREND POSITIVELY.

into **feats**¹³⁵ of endurance risks creating pressure rather than pleasure. Instead of **resting**¹³⁶, people may feel **compelled to**¹³⁷ prove themselves physically. **Injuries**¹³⁸, exhaustion and disappointment are all possible.

Environmental concerns¹³⁹ also **sur-face**¹⁴⁰. Flying to exotic destinations for sport adds to **carbon footprints**¹⁴¹, while large events can **put strain on**¹⁴² **fragile**¹⁴³ ecosystems. Some companies are addressing this by emphasising local travel, smaller group sizes and partnerships with **con-servation organisations**¹⁴⁴.

There is also the question of **inclusi-ty**¹⁴⁵. These trips can be expensive, making them the preserve of wealthier travellers. While community spirit is strong within groups, the wider industry risks **reinforc-ing**¹⁴⁶ **inequalities**¹⁴⁷ in who can access ad-venturous travel.

A **Fleeting**¹⁴⁸ Fashion or Here to Stay?

So, will endurance sport vacations **fade**¹⁴⁹ like other travel fads, or do they represent a lasting shift?

On one hand¹⁵⁰, the appeal **taps into**¹⁵¹ **durable**¹⁵² human instincts: the **desire**¹⁵³ for challenge, the search for meaning and the joy of movement. As people live longer and stay healthier, the market of active travellers will only grow. The blurring of sport, leisure and lifestyle suggests that en-durance holidays could become as stand-ard as ski trips or yoga retreats.

On the other hand, trends evolve quick-ly. The **glamour**¹⁵⁴ of extreme effort might **wane**¹⁵⁵ if travellers seek new experiences. **Economic downturns**¹⁵⁶ or shifting cultural fashions could reduce demand for expen-sive, physically demanding trips.

How about you – does it sound exciting or the holiday **from hell**¹⁵⁷? ■

¹³⁵ **feat** *fi:t* wyczyn

¹³⁶ **resting** *'restɪŋ* odpoczynek

¹³⁷ **to be compelled to do sth** *tə bi: kəm'peld tə du: 'sʌmθɪŋ* być zmuszonym do zrobienia czegoś

¹³⁸ **injury** *'ɪndʒəri* kontuzja

¹³⁹ **environmental concerns** *ɪn,vaiəərən'menti kən'sɜ:nz* względy ekologiczne

¹⁴⁰ **to surface** *tə 'sɜ:fɪs* pojawiać się

¹⁴¹ **carbon footprint** *'kɑ:bən 'fʊtprɪnt* ślad węglowy

¹⁴² **to put strain on something** *tə pʊt streɪn ɒn 'sʌmθɪŋ* obciążać coś

¹⁴³ **fragile** *'frædʒaɪl* kruchy

¹⁴⁴ **conservation organisation** *,kɒnsə:'veɪʃən ,ɔ:ɡənai'zeɪʃn* organizacja ochrony przyrody

¹⁴⁵ **inclusivity** *ˌɪnklʊ:'sɪvəti* inkluzywność

¹⁴⁶ **to reinforce** *tə ,ri:'ɪn'fɔ:s* wzmacniać

¹⁴⁷ **inequality** *ˌɪni:'kwɒləti* nierówność

¹⁴⁸ **fleeting** *'fli:tɪŋ* chwilowy

¹⁴⁹ **to fade** *tə feɪd* znikać

¹⁵⁰ **on one hand** *ɒn wʌn hænd* z jednej strony

¹⁵¹ **to tap into** *tə tæp 'ɪntə* wykorzystywać

¹⁵² **durable** *'djʊərəbl* trwały

¹⁵³ **desire** *dɪ'zaɪə* pragnienie

¹⁵⁴ **glamour** *'glæmə* blask

¹⁵⁵ **to wane** *tə weɪn* błednąć

¹⁵⁶ **economic downturn** *ˌekə'nomɪk 'daʊntɜ:n* spadek koniunktury

¹⁵⁷ **from hell** *frɒm hel* z piekła rodem



Buying Citizenship¹

CITIZENSHIP SERVES
BOTH AS A TOOL
FOR THE APPLICANT
AND A STRATEGIC
LEVER FOR THE
HOST COUNTRY.

For most of us, our **national identity**² and citizenship are things we take for granted and are **immutable**³. For a select few, however, it is a **movable feast**⁴ and an **asset**⁵ to be purchased.

CBI – Passport to Freedom and Opportunity

In an increasingly **interconnected**⁶ world, the idea of holding more than one citizenship has grown from a luxury for the **exceptionally**⁷ wealthy into a strategic tool for many **high-net-worth individuals**⁸, **entrepreneurs**⁹ and families. Citizenship by Investment, or CBI, is a **legal instrument**¹⁰ through which individuals can **acquire**¹¹ nationality in exchange for a **financial contribution**¹² to a **host country's**¹³ economy.



¹ citizenship 'sitizenʃɪp obywatelstwo

² national identity 'næʃənəl aɪ'dentəti tożsamość narodowa

³ immutable 'ɪmjʊtəbəl niezmienny

⁴ movable feast 'mu:vəbəl fi:st święto ruchome

⁵ asset 'æset aktywo

⁶ interconnected 'ɪntə'nektəd połączony

⁷ exceptionally ɪk'septionəlɪ wyjątkowo

⁸ high-net-worth individual haɪ net wɜ:θ 'ændɪ'vɪdʒəəl osoba dysponująca majątkiem w wysokości minimum jednego miliona dolarów amerykańskich, liczonym w płynnych środkach finansowych

⁹ entrepreneur ˌɒntrəprə'na: przedsiębiorca

¹⁰ legal instrument 'li:ɡəl 'ɪnstɾəmənt instrument prawny

¹¹ to acquire sth to ə'kwəɪə 'səmθɪŋ nabywać, kupować coś

¹² financial contribution faɪ'nænʃəl ˌkɒntrɪ'bju:ʃən wkład finansowy

¹³ host country həʊst 'kɒntri państwo goszczące



While the concept may sound **transactional**¹⁴, it has **profound implications**¹⁵: greater mobility, access to new markets, security for families and, in some cases, a ticket to the European Union.

For people from countries facing **political instability**¹⁶, **economic hardship**¹⁷ or limited **passport strength**¹⁸, the appeal is clear. Imagine the situation of a businessperson from the **pariah state**¹⁹ of Iraq whose current passport allows access to only a **fraction**²⁰ of the world's countries without **cumbersome**²¹ visas. For them, the opportunity to **obtain**²² a citizenship that offers visa-free travel to over 150 countries represents not just **convenience**²³, but freedom, **security**²⁴ and **peace of mind**²⁵. In a globalised economy, where business deals, education, **healthcare**²⁶ and family safety often require **cross-border**²⁷ mobility, such an **advantage**²⁸ can be **transformative**²⁹.

The market for citizenship by investment is surprisingly **diverse**³⁰. At one end of the financial spectrum, wealthy entrepreneurs and business owners pursue second citizenship to protect assets, reduce **exposure**³¹ to political and economic risk, and gain **flexibility**³² for international operations. Other people seeking lifestyle benefits such as **retirees**³³ and **digital nomads**³⁴ are drawn to programmes that promise better **quality of life**³⁵, favourable **tax regimes**³⁶ or healthcare advantages. And for those from regions experiencing **civil unrest**³⁷ or conflict, a second passport can be a **vital**³⁸ **safety net**³⁹ – a **legal means**⁴⁰ to leave if **circumstances**⁴¹ **deteriorate**⁴².

The **reasons**⁴³ behind acquiring a second citizenship are **multifaceted**⁴⁴ and often **intertwined**⁴⁵. Entrepreneurs may find it easier to expand internationally when operating from a **jurisdiction**⁴⁶ recognised

¹⁴ **transactional** ˈtrænˈzækʃənəl
transakcyjny

¹⁵ **profound** ˈprəʊfaɪnd
implications ɪmˈpliːkən
poważne
konsekwencje

¹⁶ **political instability** ˌpəˈlɪtɪkəl ˌɪnstəˈbɪləti
niestabilność
polityczna

A WORD WORTH REMEMBERING

cumbersome
/'kʌmbəsəm/
kłopotliwy, uciążliwy

¹⁷ **economic hardship** ˌiːkəˈnɒmɪk ˈhɑːdʃɪp
trudności ekonomiczne

¹⁸ **passport strength** ˈpɑːspɔːt streŋθ
siła paszportu

¹⁹ **pariah state** ˈpæriə steɪt
globalny parias

²⁰ **fraction** ˈfrækʃən
ułamek

²¹ **cumbersome** ˈkʌmbəsəm
kłopotliwy, uciążliwy

²² **to obtain** tə əbˈteɪn
uzyskiwać, otrzymywać

²³ **convenience** kənˈviːnjəns
wygoda

²⁴ **security** sɪˈkjʊərɪti
bezpieczeństwo

²⁵ **peace of mind** piːs əv maɪnd
spokój ducha

²⁶ **healthcare** ˈhelθ keə(r)
opieka zdrowotna

²⁷ **cross-border** ˈkrɒs bɔːdə(r)
transgraniczny

²⁸ **advantage** ədˈvɑːntɪdʒ
zaleta, korzyść

²⁹ **transformative** trɒnsˈfɔːmətɪv
tu: zmieniający życie na lepsze

³⁰ **diverse** daɪˈvɜːs
zróżnicowany

³¹ **exposure** ɪksˈpəʊʒə
narażenie

³² **flexibility** ˌfleksəˈbɪləti
elastyczność

³³ **retiree** ˌriːtəɪəˈriː
emeryt

³⁴ **digital nomad** ˈdɪdʒɪtəl ˈnəʊməd
cyfrowy nomada

³⁵ **quality of life** ˈkwɒləti əv laɪf
jakość życia

³⁶ **tax regime** ˈtæks reɪʒɪm
system podatkowy

³⁷ **civil unrest** ˈsɪvəl ˈʌnˈrest
niepokoje społeczne

³⁸ **vital** ˈvaɪtəl
niezbędny

³⁹ **safety net** ˈseɪfti net
siatka bezpieczeństwa, zabezpieczenie

⁴⁰ **legal means** ˈliːɡəl miːnz
legalny środek

⁴¹ **circumstances** ˈsɜːkəmˈstɑːnsɪz
okoliczności, sytuacja

⁴² **to deteriorate** tə dɪˈtɪəriəreɪt
pogarszać się

⁴³ **reason** ˈriːzn
powód

⁴⁴ **multifaceted** ˌmʌltɪˈfæstɪd
złożony, o wielu aspektach

⁴⁵ **intertwined** ˌɪntəˈtwʌɪnd
ściśle ze sobą połączony

⁴⁶ **jurisdiction** ˌdʒʊrɪsˈdɪkʃən
tu: kraj

as **politically stable**⁴⁷ with strong **legal protections**⁴⁸ for business. For families, citizenship can be a form of **insurance**⁴⁹, offering access to education systems **abroad**⁵⁰, **healthcare facilities**⁵¹ and a secure environment in which children can **grow up**⁵².

Political stability and safety are **equally**⁵³ **critical**⁵⁴ motivators. For individuals from countries experiencing civil unrest, **economic uncertainty**⁵⁵ or government instability, a second passport represents a **lifeline**⁵⁶. It **provides**⁵⁷ a legal exit strategy, a place where assets can be **safeguarded**⁵⁸, and the freedom to live or work without fear of sudden **upheaval**⁵⁹. Even for those not facing **immediate**⁶⁰ danger, a second citizenship can be a form of **risk management**⁶¹, diversifying personal and family options in an **unpredictable**⁶² world.

Beyond security and mobility, there are practical financial and lifestyle **considerations**⁶³. Citizenship can **facilitate**⁶⁴ tax planning, investment diversification, and **estate planning**⁶⁵ – it is perhaps no **coincidence**⁶⁶ that many CBI countries have attractive tax regimes.

Who Is Selling Citizenship?

Caribbean **nations**⁶⁷ dominate the **landscape**⁶⁸ of **accessible**⁶⁹ and **affordable**⁷⁰ CBI programmes. Countries like Antigua and Barbuda, Dominica (Not to be confused with the Dominican Republic, which does not offer CBI), Grenada, Saint Kitts and Nevis, and Saint Lucia have developed **well-structured**⁷¹ programmes that combine **simplicity**⁷², speed and reasonable **investment thresholds**⁷³. These countries offer a **range**⁷⁴ of **pathways**⁷⁵: donations to national **development funds**⁷⁶, **property**⁷⁷ purchases and sometimes local business investments. For example:

- Saint Kitts and Nevis **hosts**⁷⁸ one of the oldest and most **established**⁷⁹ CBI programmes in the Caribbean. Citizenship can be obtained through a government donation starting at USD 150,000 for a single applicant, with slightly higher **fees**⁸⁰ for families. Alternatively, applicants can invest in

pre-approved property, with a minimum investment starting at USD 200,000.

- Dominica is also **regarded as**⁸¹ an accessible and **straightforward**⁸² option. Single applicants can acquire citizenship through a government donation of USD 200,000 or **via**⁸³ a property investment at a similar threshold.

Other Caribbean nations offer distinctive advantages.

- Grenada allows citizenship through a donation of USD 200,000 or a property investment starting at USD 350,000, and its passport uniquely provides visa-free access to China.
- Saint Lucia provides **multiple**⁸⁴ pathways: a government donation beginning at USD 100,000 or property investments from USD 300,000 upwards.
- Antigua and Barbuda combines investment flexibility with the **allure**⁸⁵ of idyllic island life, offering citizenship through a National Development Fund donation or a property purchase starting at USD 200,000.

The appeal of Caribbean programmes is often **enhanced**⁸⁶ by their simplicity and speed. Most applications are **processed**⁸⁷ in less than six months, sometimes as quickly as three, and the **requirements**⁸⁸ are straightforward: applicants must pass **due diligence**⁸⁹ **checks**⁹⁰, **meet**⁹¹ **health criteria**⁹² and demonstrate **legitimate**⁹³ funds. There is no requirement to live in the country for long **periods**⁹⁴, making it ideal for those

⁴⁷ **politically stable** pə'litiklɪ 'steɪbl stabilny politycznie

⁴⁸ **legal protection** 'li:gəl prə'tekʃən ochrona prawna

⁴⁹ **insurance** ɪn'ʃʊərəns ubezpieczenie

⁵⁰ **abroad** ə'brɔ:d za granicą

⁵¹ **healthcare facility** 'helθ keə(r) fə'sɪlɪti placówka medyczna

⁵² **to grow up** tə grəʊ ʌp dorastać

⁵³ **equally** 'i:kwəli równie

⁵⁴ **critical** 'krɪtɪkəl istotny

⁵⁵ **economic uncertainty** ˌi:kə'nɒmɪk ʌn'sɜ:tntɪ niepewność gospodarcza

⁵⁶ **lifeline** 'laɪflaɪn koło ratunkowe

⁵⁷ **to provide sth** tə prə'vaɪd 'sʌmθɪŋ zapewniać

coś

⁵⁸ **safeguarded** 'seɪfɡɑ:dɪd zabezpieczony

⁵⁹ **upheaval** ʌp'hi:vəl przewrót

⁶⁰ **immediate** ɪ'mi:dɪət bezpośredni

⁶¹ **risk management** rɪsk 'mænɪdʒmənt zarządzanie ryzykiem

⁶² **unpredictable** 'ʌnpri'dɪktəbl nieprzewidywalny

⁶³ **considerations** kən'sɪdə'reɪʃənz czynniki, względy

⁶⁴ **to facilitate sth** tə fə'sɪlɪteɪt 'sʌmθɪŋ ułatwiać

coś

⁶⁵ **estate planning** ɪs'teɪt 'plænɪŋ ochrona majątku, planowanie dziedziczenia

⁶⁶ **coincidence** kəʊ'ɪnsɪdəns zbieg okoliczności, przypadek

⁶⁷ **nation** 'neɪʃən kraj

⁶⁸ **landscape** 'lændskeɪp krajobraz

⁶⁹ **accessible** ək'sesəbl dostępny

⁷⁰ **affordable** ə'fɔ:dəbl przystępny cenowo

⁷¹ **well-structured** ,wel'strʌktʃəd dobrze zorganizowany

⁷² **simplicity** sɪm'plɪsɪti prostota

⁷³ **investment threshold** ɪn'vestmənt 'θreʃhəʊld próg inwestycyjny

⁷⁴ **range** reɪndʒ zakres

⁷⁵ **pathway** 'pɑ:θweɪ ścieżka

⁷⁶ **development fund** dɪ'veləpmənt fʌnd fundusz rozwoju

⁷⁷ **property** 'prɒpəti nieruchomość

⁷⁸ **to host sth** tə həʊst 'sʌmθɪŋ **tu:** prowadzić

coś

⁷⁹ **established** ɪs'tæblɪʃt uznany

⁸⁰ **fee** fi: opłata

⁸¹ **regarded as X** rɪ'ɡɑ:dɪd æz eks postrzegany jako X

⁸² **straightforward** streɪt'fɔ:wəd prosty, przystępny

⁸³ **via X** 'vaɪə eks poprzez X

⁸⁴ **multiple** 'mʌltɪpl wiele

⁸⁵ **allure** ə'lju:ə urok

⁸⁶ **to enhance** tə ɪn'hɑ:ns wzmacniać

⁸⁷ **to process** tə 'prəʊses rozpatrywać

⁸⁸ **requirements** rɪ'kwaɪəmənt wymogi

⁸⁹ **due diligence** dju: 'di:ldʒəns należyta staranność

⁹⁰ **check** tʃek **tu:** kontrola

⁹¹ **to meet sth** tə mi:t 'sʌmθɪŋ **tu:** spełnić coś

⁹² **health criteria** helθ kraɪ'tɪəriə wymagania, kryteria zdrowotne

⁹³ **legitimate** lɪ'dʒɪtɪmət legalny, zgodny z prawem

⁹⁴ **period** 'pɪəriəd okres

who seek mobility rather than **relocation**⁹⁵. For many, the cost is surprisingly **reasonable**⁹⁶ compared to the benefits: access to travel across the Schengen Area, the UK and much of Asia, without the bureaucracy and uncertainty associated with **visa applications**⁹⁷.

Beyond the Caribbean, **opportunities**⁹⁸ exist in Europe, North Africa and beyond, although they tend to be **costlier**⁹⁹ or subject to **stricter**¹⁰⁰ regulations. Malta's now-closed citizenship by investment programme, for instance, allowed applicants to obtain EU citizenship **in exchange**¹⁰¹ for a **substantial**¹⁰² **financial contribution**¹⁰³, including donations, property and **bonds**¹⁰⁴ totalling several hundred thousand euros. Although the programme faced legal challenges and was ultimately **ruled**¹⁰⁵ **incompatible with**¹⁰⁶ EU law, it illustrated the **tremendous**¹⁰⁷ value of EU citizenship for global citizens: **freedom of movement**¹⁰⁸ across 27 countries, access to European markets and residence rights. Austria, though lacking a formalised CBI programme, grants citizenship to individuals making **extraordinary**¹⁰⁹ contributions to the economy, often through substantial business investment. These programmes are typically aimed at ultra-**high-net-worth individuals**¹¹⁰, given the financial threshold, **frequently**¹¹¹ in the multi-million-euro range.

Other countries, such as Egypt or North Macedonia, have implemented more **modest**¹¹² schemes to **attract**¹¹³ foreign investment and stimulate economic development. Egypt offers citizenship through a government donation or property, or business investment, with application **time-lines**¹¹⁴ ranging from six to twelve months. North Macedonia provides a pathway through a minimum investment of around EUR 200,000, again aimed at **driving**¹¹⁵



economic growth¹¹⁶. In these cases, citizenship serves both as a tool for the applicant and a strategic **lever**¹¹⁷ for the host country, attracting capital, creating jobs and **encouraging**¹¹⁸ **infrastructure development**¹¹⁹.

Citizenship for Those Who Can Afford It

Yet, the **pursuit**¹²⁰ of citizenship by investment is not without controversy. Critics argue that it **commodifies**¹²¹ nationality and raises questions about **fairness**¹²², ethics and national identity. Most CBI programmes do not **require**¹²³ applicants to **renounce**¹²⁴ their original nationality, allowing them to hold dual or even multiple citizenships. Wealthy individuals often

take advantage of¹²⁵ this flexibility, holding several passports to maximise travel freedom, minimise their **tax liabilities**¹²⁶, access international markets and secure their families' futures.

Despite concerns, the CBI industry continues to grow, driven by increasing global mobility, **wealth accumulation**¹²⁷, and geopolitical uncertainty. However, the cost of entry, **albeit**¹²⁸ relatively cheap at USD 150,000, will be beyond the reach of **displaced**¹²⁹ **refugees**¹³⁰ and migrants. Buying citizenship remains something of a luxury. ■

⁹⁵ **relocation** ˈriːləʊˈkeɪʃn przeprowadzka

⁹⁶ **reasonable** ˈriːznəbl **tu:** niewygórowany

⁹⁷ **visa application** ˈviːzə ˌæplɪˈkeɪʃən wniosek wizowy

⁹⁸ **opportunity** ˌɒpəˈtjuːnɪti możliwość

⁹⁹ **costly** ˈkɒstli kosztowny

¹⁰⁰ **strict** strɪkt rygorystyczny

¹⁰¹ **in exchange** ɪn ɪksˈtʃeɪndʒ w zamian

¹⁰² **substantial** səbˈstænʃəl znaczny

¹⁰³ **financial contribution** ˈfaɪnænʃjəl ˌkɒntrɪˈbjʊːʃən

wkład finansowy

¹⁰⁴ **bond** bɒnd obligacja

¹⁰⁵ **ruled** ruːld uznany

¹⁰⁶ **incompatible with sth** ˌɪnkəmˈpæʃəbəl wɪð ˈsʌmθɪŋ

niezgodny, niekompatybilny z czymś

¹⁰⁷ **tremendous** trɪˈmɛndəs olbrzymi

¹⁰⁸ **freedom of movement** ˈfriːdəm ɒv ˈmuːvmənt

prawo do swobodnego przemieszczania się

¹⁰⁹ **extraordinary** ɪksˈtrɔːdnəri nadzwyczajny,

wyjątkowy

¹¹⁰ **high-net-worth individual** haɪ net wɜːθ ˌɪndɪˈvɪdʒəl

osoba, której majątek liczony w aktywach netto wynosi co najmniej 1 milion dolarów

¹¹¹ **frequently** ˈfriːkwəntli często

¹¹² **modest** ˈmɒdɪst skromny

¹¹³ **to attract sth** tə əˈtrækt ˈsʌmθɪŋ przyciągać coś

¹¹⁴ **timeline** ˈtaɪmlaɪn **tu:** czas rozpatrzenia wniosku

¹¹⁵ **to drive** tə draɪv napędzać

¹¹⁶ **economic growth** ˌiːkəˈnɒmɪk grəʊθ wzrost gospodarczy

¹¹⁷ **lever** ˈliːvə środek nacisku

¹¹⁸ **to encourage** tə ɪnˈkʌrɪdʒ pobudzać

¹¹⁹ **infrastructure development** ˈɪnfrastrʌktʃə(r) dɪˈveləpmənt rozwój infrastruktury

¹²⁰ **pursuit** pəˈsjʊt pogoń

¹²¹ **to commodify sth** tə kəˈmɒdɪfaɪ ˈsʌmθɪŋ komercjalizować coś

¹²² **fairness** ˈfeənəs sprawiedliwość

¹²³ **to require sth** tə rɪˈkwaɪə ˈsʌmθɪŋ wymagać czegoś

¹²⁴ **to renounce sth** tə rɪˈnaʊns ˈsʌmθɪŋ zrzekać się czegoś

¹²⁵ **to take advantage of sth** tə teɪk ədˈvɑːntɪdʒ ɒv ˈsʌmθɪŋ wykorzystywać coś

¹²⁶ **tax liabilities** ˌtæks ˌlaɪəˈbɪlɪtɪz zobowiązania podatkowe

¹²⁷ **wealth accumulation** welθ əˈkjuːmjəˈleɪʃən akumulacja majątku

¹²⁸ **albeit** əlˈbeɪt aczkolwiek

¹²⁹ **displaced** dɪsˈpleɪst wysiedlony

¹³⁰ **refugee** ˈrefjuːˈdʒi uchodźca



A WORD WORTH REMEMBERING

benchmark of
authenticity
/'bentʃma:k ov
,ɔ:θen'tɪsɪtɪ/
wyznacznik
autentyczności

FOR CENTURIES,
MATCHA WAS
ASSOCIATED WITH
THE JAPANESE
ELITE, SUCH AS
THE SAMURAI,
ARISTOCRATS AND
MONKS.

The Economy of Matcha

If you want to be in with the **in-crowd**¹ and a hipster with a **hip**² **habit**³, then you are sure to skip a **passé**⁴ Americano coffee **in favour of**⁵ the more **in-vogue**⁶ matcha. But far from being a **trendy**⁷ **minority**⁸ interest, matcha is becoming a major economic force.

In cafés from New York to Tokyo, a **swirl**⁹ of **vibrant**¹⁰ green is **stealing the limelight**¹¹. Matcha – the finely ground powder made from shade-grown green tea leaves – has shifted from the quiet corners of Japanese tea ceremonies to the **frontlines**¹² of global wellness and food trends. Its **unmistakable**¹³ colour, subtle **bitterness**¹⁴ and reputation for health benefits have created a **booming**¹⁵ and lucrative industry.

The journey of matcha **stretches**¹⁶ from centuries-old rituals to TikTok-fuelled¹⁷ **demand**¹⁸, from small farms in Kyoto to supermarket **shelves**¹⁹ across the globe. As the market has rapidly grown, so too have the economic, cultural and **environmental**²⁰ questions that **surround**²¹ this **emerald**²² phenomenon.



¹ in-crowd 'ɪn kraʊd grupa ludzi, która jest popularna, wpływowa lub modna, i która jest postrzegana jako elita w jakimś środowisku, na przykład w szkole, wśród celebrytów czy w danej subkulturze

² hip 'hɪp modny

³ habit 'hæbɪt nawyk, zwyczaj

⁴ passé 'paːs niemodny

⁵ in favour of sth 'ɪn 'feɪvər ɒv 'sʌmθɪŋ na korzyść czegoś

⁶ in-vogue 'ɪn vəʊg modny

⁷ trendy 'trendi modny

⁸ minority maɪ'nɒrəti mniejszość

⁹ swirl swɜːl kłębowisko (tu w znaczeniu: kłęby oparów)

¹⁰ vibrant 'vaɪbrənt ekscytujący

¹¹ to steal the limelight tə 'stiːl ðə 'laɪmlaɪt tu: być w centrum uwagi

¹² frontline 'frʌntləɪn pierwsza linia

¹³ unmistakable 'ʌnmɪs'teɪkəbl nie do pomylenia, niepowtarzalny

¹⁴ bitterness 'bɪtənəs gorycz

¹⁵ booming 'buːmɪŋ prosperujący, kwitnący

¹⁶ to stretch tə streɪtj rozciągać się

¹⁷ X-fuelled ɛks 'fjuəld napędzany X

¹⁸ demand dɪ'mɑːnd popyt

¹⁹ shelf ʃelf półka

²⁰ environmental ɪn,vəɪərən'mentl dotyczący środowiska

²¹ to surround sth tə sə'raʊnd 'sʌmθɪŋ otaczać coś

²² emerald 'emərəld szmaragdowy



From Zen Ritual to Global Icon

Matcha's story begins in 12th-century Japan, when Zen monks²³ cultivated²⁴ and powdered²⁵ green tea leaves to enhance²⁶ meditation practice. Its preparation involved meticulous²⁷ grinding²⁸ with stone mills²⁹ and careful whisking³⁰ into a frothy³¹ suspension³². Over time, this ritualised method became the foundation³³ of the Japanese tea ceremony, a cultural practice steeped in³⁴ harmony, respect and mindfulness. For centuries, matcha was associated with³⁵ the Japanese elite, such as the samurai, aristocrats and monks, who valued its meditative and energising qualities³⁶.

What made matcha unique was not only its preparation³⁷, but also its method of cultivation. Tea bushes³⁸ are shaded³⁹ for weeks before harvest⁴⁰, slowing growth and boosting chlorophyll⁴¹, amino acids⁴² and antioxidant⁴³ compounds⁴⁴. This process gave the powder its vibrant colour and distinct⁴⁵ umami flavour (see Fact Box), unlike any other tea.

Fast forward⁴⁶ to today, and the ancient⁴⁷ drink has found its way into the global food culture of fashionable⁴⁸ cafés, where it is blended⁴⁹ into smoothies, baked into croissants and infused⁵⁰ into chocolate.

Matcha is even found in cosmetics and skincare products⁵¹. Where once it symbolised meditation and ritual, today, it is synonymous with cool sophistication⁵².

The Numbers Behind the Boom

The global matcha market has accelerated⁵³ at a remarkable⁵⁴ speed. Estimates⁵⁵ place its current value at more than USD 4 bln, with forecasts⁵⁶ suggesting it could approach USD 8 bln within the next decade. Growth rates⁵⁷ of seven to eight percent annually⁵⁸ outstrip⁵⁹ many other speciality food categories.

The Market Has Several drivers⁶⁰:

- Health consciousness⁶¹ continues to shape consumer behaviour. Unlike coffee, matcha delivers a more gradual⁶² release⁶³ of caffeine, balanced by L-theanine, an amino acid known for promoting calmness⁶⁴ and focus⁶⁵.

²³ monk *mɒŋk* mnich

²⁴ to cultivate sth *tə 'kʌltɪveɪt 'sʌmθɪŋ* uprawiać

coś

²⁵ to powder sth *tə 'paʊdə 'sʌmθɪŋ* proszkować

coś

²⁶ to enhance sth *tə ɪn'hɑːns 'sʌmθɪŋ*

wzmocniać, poprawiać coś

²⁷ meticulous *mɪ'tɪkjʊləs* dokładny, staranny

²⁸ grinding *'graɪndɪŋ* mielenie

²⁹ stone mills *stəʊn mɪlz* kamienne żarna

³⁰ whisking *'wɪskɪŋ* ubijanie

³¹ frothy *'frɒθɪ* pienisty

³² suspension *səs'penʃən* zawiesina

³³ foundation *faʊn'deɪʃən* podstawa, fundament

³⁴ steeped in sth *stiːpt ɪn 'sʌmθɪŋ* zanurzony w czymś

³⁵ to be associated with sth *tə biː ə'səʊʃɪeɪtɪd*

wiś 'sʌmθɪŋ być kojarzonym z czymś

³⁶ quality *'kwɒlətɪ* właściwość

³⁷ preparation *ˌprepə'reɪʃən* przygotowanie

³⁸ bush *bʊʃ* krzew

³⁹ to shade sth *tə ʃeɪd 'sʌmθɪŋ* ocieniać coś

⁴⁰ harvest *'hɑːvɪst* zbiory

⁴¹ chlorophyll *'klɒrəfɪl* chlorofil

⁴² amino acids *əˌmiːnəʊ 'æsɪdz* aminokwasy

⁴³ antioxidant *ˌænti'ɒksɪdənt* przeciwutleniacz, antyoksydant

⁴⁴ compound *'kɒmpaʊnd* związek chemiczny

⁴⁵ distinct *dɪs'tɪŋkt* odmienny, specyficzny

⁴⁶ fast forward *fɑːst 'fɔːwəd* szybki przeskok

⁴⁷ ancient *'eɪnʃənt* wiekowy

⁴⁸ fashionable *'fæʃnəbl* modny, elegancki

⁴⁹ blended *blendɪd* miksowany, blendowany

⁵⁰ infused *ɪn'fjuːzd* parzony

⁵¹ skincare products *'skɪnkeə(r) 'prɒdʌkts* produkty do pielęgnacji skóry

⁵² sophistication *səˌfɪstɪ'keɪʃən* wyrafinowanie

⁵³ to accelerate sth *tə ək'seləreɪt 'sʌmθɪŋ* przyspieszać coś

⁵⁴ remarkable *rɪ'mɑːkəbl* niezwykły, godny uwagi

⁵⁵ estimates *'estɪməts* szacunki, oszacowania

⁵⁶ forecast *'fɔːkɑːst* prognoza

⁵⁷ growth rate *grəʊθ reɪt* wskaźnik wzrostu, tempo wzrostu

⁵⁸ annually *'ænjʊəli* rocznie

⁵⁹ to outstrip sth *tə aʊt'strɪp 'sʌmθɪŋ* przewyższać coś

⁶⁰ driver *'draɪvə tuː* czynnik napędzający

⁶¹ health consciousness *helθ 'kɒnfəsnəs* świadomość zdrowotna

⁶² gradual *'grædʒʊəl* stopniowy

⁶³ release *rɪ'liːs tuː* wydzielanie

⁶⁴ calmness *'kɑːmnəs* spokój, opanowanie

⁶⁵ focus *'fəʊkəs* skupienie, koncentracja

This “alert but not jittery⁶⁶” effect has been heavily marketed, appealing to⁶⁷ students, professionals and wellness enthusiasts alike.

- Visual culture plays a role. The intense green of a matcha latte photographs well, spreading⁶⁸ across Instagram and TikTok. In the era of “edible aesthetics⁶⁹,” colour matters, and few natural ingredients⁷⁰ are as striking as matcha.
- Premium positioning⁷¹ has helped the category. Matcha is stratified⁷² into ceremonial, classic and culinary grades⁷³, with price differences that reflect both quality and intended⁷⁴ use. Prices range from 10 – 30 Euros per kilo for commercial grades, and into the hundreds or higher for ceremonial quality.
- Regionally, Asia-Pacific still dominates demand, with Japan as both producer and benchmark of authenticity⁷⁵. Yet North America is the fastest-growing market, driven by coffeehouse⁷⁶ chains, wellness brands and the expanding popularity of plant-based lifestyles. Europe, too, has begun to see matcha cafés and bakeries⁷⁷ springing up⁷⁸, particularly in cities like London, Berlin and Paris.

Supply⁷⁹ and Scarcity⁸⁰

As demand soars⁸¹, supply is straining⁸² to keep up⁸³. Most of the world’s premium matcha still comes from Japan, particularly the Uji region near Kyoto, renowned for⁸⁴ its terroir (the unique mix of soil⁸⁵, climate and growing conditions that shape flavour) and its centuries of cultivation expertise⁸⁶. Farmers there rely on⁸⁷ methods passed down⁸⁸ through generations, from shading techniques to stone milling.

But the industry faces mounting⁸⁹ challenges. Extreme weather, including heatwaves⁹⁰, has disrupted⁹¹ harvests in recent years⁹². An ageing farming population has left fewer young successors⁹³ willing⁹⁴ to take on the labour-intensive⁹⁵ craft⁹⁶. Cultivating shaded tea is more resource-demanding than growing standard green tea, limiting⁹⁷ scalability⁹⁸.

Shops in Kyoto and other tourist hubs⁹⁹ have even begun rationing¹⁰⁰ matcha, limiting how much each customer can purchase. The irony is sharp: while global visibility¹⁰¹ has never been higher, the local supply chain¹⁰² is under pressure, creating volatility¹⁰³ in both availability and price.

Some businesses are exploring diversification. Matcha is now being produced in other Japanese prefectures¹⁰⁴, and experimental cultivation is taking place in China, Taiwan and parts of the United States. Yet replicating the delicate balance of climate, soil and tradition that defines Japanese matcha remains a challenge¹⁰⁵. Authenticity continues to carry enormous¹⁰⁶ weight with consumers, and

⁶⁶ alert but not jittery ˈɜːl bʌt nɒt ˈdʒɪtəri

czujny, ale nie nerwowy

⁶⁷ to appeal to sb tʊ əˈpiːl tə ˈsʌmbədɪ pɒdəbʌt

się komuś

⁶⁸ to spread tə spred rozprowadzać się

⁶⁹ edible aesthetics ˈedɪbl əsˈθetiks estetyka

jedzenia

⁷⁰ ingredient ˈɪnɡrɪdɪjənt składnik

⁷¹ positioning pəˈzɪʃənɪŋ pozycjonowanie

⁷² to stratify tə ˈstrætɪfaɪ dzielić się

⁷³ grade greɪd odmiana, rodzaj

⁷⁴ intended ɪnˈtendɪd przeznaczony

⁷⁵ benchmark of authenticity ˈbentʃmɑːk ɒv

ˌɔːθənˈtɪsəti wyznacznik autentyczności

⁷⁶ coffeehouse ˈkɒfihaʊs kawiarnia

⁷⁷ bakery ˈbeɪkəri piekarnia

⁷⁸ to spring up tə sprɪŋ ʌp pojawiać się jak

grzyby po deszczu

⁷⁹ supply səˈplaɪ podaż

⁸⁰ scarcity ˈskeəriəsi niedobór

⁸¹ to soar tə sɔː gwałtownie rosnąć

⁸² to strain tə streɪn wysilać się, wyęzać się

⁸³ to keep up tə kiːp ʌp nadążać

⁸⁴ renowned for sth rɪˈnaʊnd fɔː ˈsʌmθɪŋ znany

z czegoś

⁸⁵ soil sɔɪl gleba

⁸⁶ expertise ˈekspɜːtɪz wiedza specjalistyczna

⁸⁷ to rely on sth tə riˈlaɪ ɒn ˈsʌmθɪŋ polegać na

czymś

⁸⁸ passed down pɑːst daʊn przekazywany

⁸⁹ mounting ˈmaʊntɪŋ narastający

⁹⁰ heatwave ˈhiːtweɪv fala upałów

⁹¹ to disrupt sth tə dɪsˈrʌpt ˈsʌmθɪŋ ze/psuć,

zniszczyć coś

⁹² in recent years ɪn ˈriːsənt jɪəz w ostatnich latach

⁹³ successor səkˈsesə następcą

⁹⁴ willing ˈwɪlɪŋ gotowy

⁹⁵ labour-intensive ˌleɪbər ɪnˈtensɪv

pracochłonny

⁹⁶ craft kraːft rzemiosło, profesja

⁹⁷ to limit sth tə ˈlɪmɪt ˈsʌmθɪŋ ograniczać coś

⁹⁸ scalability ˌskeɪləˈbɪləti skalowalność

⁹⁹ tourist hub ˈtʊərɪst hʌb centrum turystyczne

¹⁰⁰ to ration tə ˈræʃən racjonować

¹⁰¹ visibility ˌvɪzɪˈbɪləti tu: rozpoznawalność

¹⁰² supply chain səˈplaɪ tʃeɪn łańcuch dostaw

¹⁰³ volatility ˌvɒləˈtɪləti niestabilność

¹⁰⁴ prefecture ˈpriːfektʃərə prefektura

¹⁰⁵ to remain a challenge tə rɪˈmeɪn ə ˈtʃælɪndʒ

pozostawać wyzwaniem

¹⁰⁶ enormous ɪˈnɔːməs ogromny

Umami

Umami, often called the “fifth taste” alongside sweet, sour¹, salty, and bitter², describes a deep, savoury³ richness linked to glutamates⁴ found in certain foods. It gives dishes a mouth-filling, satisfying quality. Classic umami sources include soy sauce, miso, mushrooms, Parmesan cheese, Marmite and seaweed⁵.



¹ sour ˈsaʊə kwaśny

² bitter ˈbɪtə gorzki

³ savoury ˈseɪvəri wytrawny, słonawy

⁴ glutamate ɡluːtəmət glutaminian

⁵ seaweed ˈsiːwiːd wodorosty

INFOBOX



MAKING MATCHA

Use the words to complete the sentences about matcha.

A. amino acids B. authenticity C. chlorophyll D. clumps
E. shade-grown F. stone mills G. umami H. whisking

1. Matcha is made from _____ green tea leaves that are harvested after being covered for several weeks.
2. Traditionally, monks would grind the leaves carefully with _____ to create a fine powder.
3. The powder is then mixed with hot water, with careful _____ until it becomes smooth and frothy.
4. Shading the tea bushes boosts levels of _____, which deepens the green colour of the tea.
5. The same process also raises the amount of _____, which promote calmness and focus.
6. Matcha has a distinctive taste, often described as _____, or savoury richness.
7. Japan remains the global benchmark of matcha _____, with Uji in Kyoto particularly famous for its cultivation methods.
8. To prepare matcha correctly, the powder should be sifted before mixing to avoid _____.

BEM TEST

Answers: 1. E, 2. F, 3. H, 4. C, 5. A, 6. G, 7. B, 8. D

products **labelled**¹⁰⁷ as “Japanese matcha” **command a premium**¹⁰⁸ over those from elsewhere.

Environmental and Economic Issues¹⁰⁹

Matcha cultivation requires shading fields for up to a month before harvesting, a process that consumes materials and labour. Some farmers use synthetic **tarpaulins**¹¹⁰, while others prefer traditional bamboo **screens**¹¹¹. Both methods **increase**¹¹² costs. Furthermore, climate change **threatens**¹¹³ stability. Shading can **mitigate**¹¹⁴ **heat stress**¹¹⁵ to a point, but **prolonged**¹¹⁶ high temperatures reduce **yields**¹¹⁷ and quality.

There is also a cultural debate about **commodification**¹¹⁸. Purists worry that the global **craze**¹¹⁹, especially in the form of

sugary beverages¹²⁰ and mass-produced desserts, risks **diluting**¹²¹ matcha’s **heritage**¹²². Some feel the **integrity**¹²³ of the product is being **compromised for**¹²⁴ **volume**¹²⁵ and diversified formats.

Economically, matcha’s rising popularity is a **double-edged sword**¹²⁶. **On one hand**¹²⁷, it brings much-needed **revenue**¹²⁸ to **rural**¹²⁹ farming regions, supports **artisanal**¹³⁰ producers and creates export opportunities. On the other hand, **reliance on**¹³¹ a small number of growing regions creates **vulnerability**¹³². If one harvest fails, global prices **spike**¹³³. In the longer term, **sustainability**¹³⁴ and diversification will be **crucial**¹³⁵ to maintaining growth.

¹⁰⁷ labelled 'leɪbld z etykieta

¹⁰⁸ to command a premium tɔ kə'mɑ:nd ə 'pri:mjəm osiągać wyższą cenę

¹⁰⁹ issue 'ɪʃu: kwestia

Expanding the Matcha Model

Several companies illustrate how matcha has moved from **niche**¹³⁶ to mainstream. Small **boutique brands**¹³⁷ in Japan and the United States have built global **followings**¹³⁸ by emphasising **purity**¹³⁹, sustainability and story. They market not just the powder, but the culture – ceremonial

¹¹⁰ tarpaulin tɑ:'pɔ:lɪn plandeka

¹¹¹ screen skri:n ekran, tu: oštona

¹¹² to increase sth tɔ 'ɪnkri:s 'sʌmθɪŋ zwiększać coś

¹¹³ to threaten sth tɔ 'θretən 'sʌmθɪŋ zagrażać czemuś

¹¹⁴ to mitigate sth tɔ 'mɪtɪgeɪt 'sʌmθɪŋ zmniejszać coś

¹¹⁵ heat stress hi:t stres stres cieplny

¹¹⁶ prolonged prɒlɒŋd przedłużający się

¹¹⁷ yields ji:ldz zbiory

¹¹⁸ commodification kə,mɒdɪfɪ'keɪʃn utowarowanie

¹¹⁹ craze kreɪz szal

¹²⁰ sugary beverages 'ʃʊɡəri 'bevərɪdʒɪz napoje słodzone

¹²¹ to dilute sth tɔ daɪ'lu:t 'sʌmθɪŋ rozwadniać coś

¹²² heritage 'herɪtɪdʒ dziedzictwo

¹²³ integrity ɪn'teɡrəti integralność

¹²⁴ compromised for sth 'kɒmprəmaɪzd fɔ 'sʌmθɪŋ zagrożony czymś

¹²⁵ volume 'vɒlju:m ilość

¹²⁶ double-edged sword 'dʌbl'edʒd sɔ:d miecz obosieczny

¹²⁷ on one hand ɒn wʌn hænd z jednej strony

¹²⁸ revenue 'revənju: przychód

¹²⁹ rural 'rʊərəl wiejski

¹³⁰ artisanal 'ɑ: 'tɪzənəl rzemieślniczy

¹³¹ reliance on sth rɪ'laɪəns ɒn 'sʌmθɪŋ poleganie na czymś

¹³² vulnerability ,vʌlnərə'bɪləti podatność na zranienie, słaby punkt

¹³³ to spike tɔ spaɪk szybko rosnać

¹³⁴ sustainability sə'steɪnə'bɪləti zrównoważony rozwój

¹³⁵ crucial 'kru:ʃəl kluczowy

¹³⁶ niche ni:ʃ nisza

¹³⁷ boutique brand bu:'ti:k brænd butikowa marka

¹³⁸ following 'fɒləʊɪŋ baza fanów, grono fanów

¹³⁹ purity 'pjʊərəti czystość

whisks, **handcrafted**¹⁴⁰ bowls and educational **workshops**¹⁴¹ on preparation.

Meanwhile, larger **multinationals**¹⁴² have adopted matcha into their product lines. Global café chains have popularised the matcha latte, **ensuring**¹⁴³ the drink is available from Warsaw to Washington. **Confectionery**¹⁴⁴ and ice-cream giants have released matcha-flavoured versions of their classic products, broadening **exposure**¹⁴⁵ but also intensifying demand on already strained supply.

The **divide**¹⁴⁶ between artisanal and **industrial**¹⁴⁷ approaches reflects a **tension**¹⁴⁸ familiar in many food industries: balancing heritage and authenticity with mass-market expansion.

What lies ahead for the matcha economy? Several themes **stand out**¹⁴⁹:

1. **Premiumisation**¹⁵⁰ – **High-end**¹⁵¹ ceremonial grades will remain scarce and expensive, appealing to **connoisseurs**¹⁵² and sustaining a luxury niche.
2. **Mainstream Expansion** – Culinary grades will continue to feed demand for lattes, desserts and packaged goods, **embedding** matcha **in**¹⁵³ everyday diets.
3. **Supply Diversification** – New growing regions may **emerge**¹⁵⁴, though Japan will likely **retain**¹⁵⁵ its prestige position.
4. **Sustainability Pressure** – Climate change, **labour shortages**¹⁵⁶ and ecological impact will push producers towards innovation in shading, cultivation and **resource management**¹⁵⁷.
5. **Cultural Negotiation** – The industry will need to balance **reverence**¹⁵⁸ for matcha's history with the realities of **global commerce**¹⁵⁹.

Can a Healthy Balance Be Maintained?

From **monastery**¹⁶⁰ rituals in **medieval**¹⁶¹ Japan to artistic images on Instagram, matcha has become

far more than a beverage. It is an economic force, a cultural export and a **case study**¹⁶² in how heritage products can find new life in a globalised, wellness-driven **marketplace**¹⁶³.

The numbers point to **robust growth**¹⁶⁴, but behind the **glossy**¹⁶⁵ marketing lies a **fragile**¹⁶⁶ ecosystem. Supply strains, environmental risks and cultural tensions must be managed if the industry is to **sustain itself**¹⁶⁷. Ironically, a **decline**¹⁶⁸ in its popularity may be in the long-term best interests of suppliers, consumers and the environment. ■

¹⁴⁰ **handcrafted** 'hænd'kro:ftɪd ręcznie robiony

¹⁴¹ **workshops** 'wɜ:kʃɒps warsztaty

¹⁴² **multinational** 'mʌltɪ'næʃənəl

przedsiębiorstwo międzynarodowe

¹⁴³ **to ensure sth** tə ɪn'ʃʊə 'sʌmθɪŋ zapewniać coś

¹⁴⁴ **confectionery** kən'fekʃənəri cukierniczy

¹⁴⁵ **exposure** ɪks'pəʊʒə dostępność

¹⁴⁶ **divide** dɪ'vaɪd podział

¹⁴⁷ **industrial** ɪn'dʌstriəl przemysłowy

¹⁴⁸ **tension** 'tenʃən napięcie

¹⁴⁹ **to stand out** tə stænd aʊt

rzucić się w oczy

¹⁵⁰ **premiumisation** 'pri:miəmaɪ'zeɪʃən

budowanie marki poprzez podkreślanie jej ekskluzywności

¹⁵¹ **high-end** 'haɪ 'end z górnej półki

¹⁵² **connoisseur** 'kənə'sɜ: koneser

¹⁵³ **to embed sth in sth** tə ɪm'bed 'sʌmθɪŋ

in 'sʌmθɪŋ osadzać coś w czymś, wkomponowywać coś w coś

¹⁵⁴ **to emerge** tə ɪ'mɜ:dʒ wyłaniać się

¹⁵⁵ **to retain sth** tə rɪ'teɪn 'sʌmθɪŋ zachowywać, utrzymywać coś

¹⁵⁶ **labour shortage** 'leɪbə 'ʃɔ:tɪdź niedobór siły roboczej

¹⁵⁷ **resource management** rɪ'sɔ:s 'mænɪdʒmənt zarządzanie zasobami

¹⁵⁸ **reverence** 'rɛvərəns szacunek

¹⁵⁹ **global commerce** 'glɔ:əbəl 'kɒmɜ:s globalny handel

¹⁶⁰ **monastery** 'mɒnəstəri klasztor

¹⁶¹ **medieval** 'medɪ:əvəl średniowieczny

¹⁶² **case study** keɪs 'stʌdi studium przypadku

¹⁶³ **marketplace** 'mɑ:kɪtpleɪs rynek

¹⁶⁴ **robust growth** rəʊ'bʌst grəʊθ prężny rozwój

¹⁶⁵ **glossy** 'ɡlɒsi błyszczący

¹⁶⁶ **fragile** 'frædʒaɪl delikatny

¹⁶⁷ **to sustain oneself** tə sə'steɪn wən'self utrzymać się przy życiu

¹⁶⁸ **decline** dɪ'klaɪn spadek



Is Cryopreservation¹ the Gateway² to Eternity³?

Perhaps humankind's⁴ ultimate dream⁵ is to be able to cheat⁶ death. Is it just the illusion of a mad scientist⁷, or is cryopreservation the door to immortality⁸?

¹ cryopreservation ˌkɹɪə(ɪ)pɹeɪzəˈveɪʃn
krioprezervacja (przetrzymywanie
komórek lub tkanek w ekstremalnie niskiej
temperaturze)

² gateway ˈgeɪtweɪ brama

³ eternity ɪˈtɜːnɪti wieczność

⁴ humankind ˈhjuːmənˈkaɪnd ludzkość

⁵ ultimate dream ˈʌltɪmət driːm największe
marzenie

⁶ to cheat sth tə tʃiːt ˈsʌmθɪŋ oszukać coś

⁷ mad scientist mæd ˈsaɪəntɪst szalony
naukowiec

⁸ immortality ˌɪmɔːˈtælɪti nieśmiertelność

A WORD WORTH REMEMBERING

to defer sth
/tə dɪ'fɜː 'sʌmθɪŋ/
opóźniać, odraczać
coś

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**CRYOPRESERVATION
SUPPORTS
CONSERVATION
EFFORTS BY
PRESERVING SEEDS,
EMBRYOS AND
GENETIC MATERIAL
FROM ENDANGERED
PLANTS AND
ANIMALS.**

Cryopreservation, the freezing and storing⁹ of living tissue¹⁰ at ultra-low temperatures, has long served practical, life-saving roles in fertility treatment¹¹, agriculture¹² and medicine. But a growing number of scientists, entrepreneurs¹³ and dreamers believe it may one day unlock¹⁴ an even more radical ambition¹⁵: suspending¹⁶ human life and deferring¹⁷ death itself.

Imagine being diagnosed with a terminal illness¹⁸, yet, instead of facing mortality¹⁹, you are cooled²⁰ to – 196°C, preserved²¹ in a state of suspended animation²², awaiting a time when science might be able to revive²³ you and cure²⁴ your disease²⁵. This is the vision that drives²⁶ the cryonics²⁷ movement. But is this science, science fiction²⁸, or wishful thinking²⁹?

The Science of Freezing Life

Cryopreservation is the process of preserving biological matter³⁰ at extremely low temperatures to halt³¹ all biochemical activity, including cellular metabolism³² and decay³³. While conventional freezing forms destructive³⁴ ice crystals, cryopreservation aims for a state called vitrification, a glass-like, non-crystalline³⁵ state where ice does not form, thus³⁶ preserving the internal³⁷ structure of cells³⁸ and tissues.

To achieve this, scientists use cryoprotective³⁹ agents⁴⁰, chemical compounds⁴¹ like dimethyl sulphoxide⁴², or glycerol, that penetrate cells and reduce ice formation during cooling and thawing⁴³. The process is complex and must be done precisely: too little and ice crystals destroy the tissue; too much, and the chemicals become toxic.

Temperature also matters. While – 80°C can halt most biological processes temporarily⁴⁴, long-term⁴⁵ cryopreservation

typically uses liquid nitrogen⁴⁶, which maintains⁴⁷ a stable temperature of – 196°C. At this level, all enzymatic activity stops, theoretically allowing tissue to be preserved for centuries, perhaps even indefinitely⁴⁸.

It may sound far-fetched⁴⁹, but there are several areas in cryopreservation where it is already used.

1. Reproductive Medicine⁵⁰

Cryopreservation has transformed fertility treatment. Sperm, eggs and embryos can be collected, frozen and stored for later use, sometimes years or decades later, with high success rates upon thawing. Women facing chemotherapy or early menopause can preserve eggs; couples⁵¹ undergoing⁵² in vitro fertilisation can freeze surplus⁵³ embryos. The ability to store reproductive cells has also enabled⁵⁴ global sperm banks and the preservation⁵⁵ of fertility for transgender⁵⁶ individuals⁵⁷.

2. Stem Cell⁵⁸ and Organ Preservation
Blood-forming⁵⁹ stem cells from bone marrow⁶⁰ or umbilical cord blood⁶¹ are often cryopreserved for use in transplants, particularly for leukaemia⁶² and lymphoma⁶³ patients. Although full organ cryopreservation is not yet practical, promising research⁶⁴ is underway⁶⁵.

¹⁴ to unlock *tə ˈʌnˈlɒk ˈsʌmθɪŋ* otworzyć drzwi, umożliwiać coś

¹⁵ ambition *æmˈbɪʃən* pragnienie, dążenie

¹⁶ to suspend sth *tə səsˈpend ˈsʌmθɪŋ* wstrzymywać coś

¹⁷ to defer sth *tə dɪˈfɜː ˈsʌmθɪŋ* opóźniać, odraczać coś

¹⁸ terminal illness *ˈtɜːmɪnəl ˈɪlnəs* choroba terminalna, śmiertelna

¹⁹ mortality *mɔːˈtælɪti* śmiertelność

²⁰ to cool sth *tə kuːl ˈsʌmθɪŋ* schładzać coś

²¹ preserved *priˈzɜːvd* zakonserwowany

²² suspended animation *səsˈpendɪd ˌæniˈmeɪʃən* zawieszenie czynności życiowych

²³ to revive *tə rɪˈvaɪv* przywracać do życia

²⁴ to cure sth *tə kjuə ˈsʌmθɪŋ* wyleczyć coś

²⁵ disease *dɪˈziːz* choroba

²⁶ to drive sth *tə draɪv ˈsʌmθɪŋ tuː* napędzać coś

²⁷ cryonics *kraiˈɒnɪks* krionika

²⁸ science fiction *ˈsaɪəns ˈfɪkʃən* fantastyka naukowa

²⁹ wishful thinking *ˈwɪʃfəl ˈθɪŋkɪŋ* myślenie życzeniowe

³⁰ biological matter *ˌbaɪəʊˈlɒdʒɪkəl ˈmætə tuː* materiał biologiczny

³¹ to halt sth *tə hɔːlt ˈsʌmθɪŋ* zatrzymywać, przerywać coś

³² cellular metabolism *ˈseljʊlə meˈtæbəlizm* metabolizm komórkowy

³³ decay *dɪˈkeɪ* rozkład

³⁴ destructive *dɪsˈtrʌktɪv* niszczyielski

³⁵ non-crystalline *nɒnˈkrɪstəlɪn* niekryształiczny

³⁶ thus *ðʌs* w ten sposób

³⁷ internal *ɪnˈtɜːnəl* wewnętrzny

³⁸ cell *sel* komórka

³⁹ cryoprotective *ˌkraɪə(ʊ)prəˈtektɪv* chroniący przed efektami ubocznymi krioprezewacji

⁴⁰ agent *ˈeɪdʒənt* czynnik chemiczny

⁴¹ chemical compound *ˈkemɪkəl ˈkɒmpaʊnd* związek chemiczny

⁴² dimethyl sulphoxide *daɪˈmeθaɪl ˈsʌlˈfɒksaɪd* sulfotlenek dwumetylu, dwumetylosulfotlenek

⁴³ thawing *ˈθɔːɪŋ* topnienie, tawienie

⁴⁴ temporarily *ˈtempərərɪli* tymczasowo

⁴⁵ long-term *ˈlɒŋtɜːm* długoterminowy

⁴⁶ liquid nitrogen *ˈlɪkwɪd ˈnaɪtrədʒən* ciekły azot

⁴⁷ to maintain *tə meɪnˈteɪn* utrzymywać

⁴⁸ indefinitely *ɪnˈdefɪnɪtli* bez końca, nieskończenie

⁴⁹ far-fetched *ˈfɑːˈfetʃt* naciągany

⁵⁰ reproductive medicine *ˌriːprəˈdʌktɪv ˈmedɪsɪn* medycyna rozrodu

⁵¹ couple *ˈkʌpl* para

⁵² to undergo sth *tə ˌʌndəˈɡəʊ ˈsʌmθɪŋ* poddawać się czemuś, przechodzić przez coś

⁵³ surplus *ˈsɜːpləs* nadmiar, nadwyżka

⁵⁴ to enable sth *tə ɪˈneɪbl ˈsʌmθɪŋ* umożliwiać, uaktywniać coś

⁵⁵ preservation *ˌprezɜːˈveɪʃən* zachowanie

⁵⁶ transgender *trænzˈdʒendə(r)* transpłciowy

⁵⁷ individual *ˌɪndɪˈvɪdʒəl* osoba

⁵⁸ stem cell *stem sel* komórka macierzysta

⁵⁹ blood-forming *blʌd ˈfɔːmɪŋ* krwiotwórczy

⁶⁰ bone marrow *bəʊn ˈmæərəʊ* szpik kostny

⁶¹ umbilical cord blood *ˌʌmbɪˈlaɪkəl kɔːd blʌd* krew pępowinowa

⁶² leukaemia *luːˈkiːmiə* białaczka

⁶³ lymphoma *lɪmˈfəʊmə* chłoniak

⁶⁴ research *rɪˈsɜːtʃ* badania

⁶⁵ to be underway *tə biː ˌʌndəˈweɪ* być w toku

⁹ storing *ˈstɔːrɪŋ* przechowywanie, magazynowanie

¹⁰ tissue *ˈtɪʃuː* tkanka

¹¹ fertility treatment *fɜːˈtɪlɪti ˈtriːtmənt* leczenie niepłodności

¹² agriculture *ˈægrɪkʌltʃə* rolnictwo

¹³ entrepreneur *ˌɒntrəprəˈnɜː* przedsiębiorca

“THE ONLY ALTERNATIVE TO CRYONICS IS CERTAIN DEATH.”

In 2020, scientists successfully re-warmed⁶⁶ a cryopreserved rat kidney⁶⁷ and transplanted it with partial⁶⁸ functionality – a milestone⁶⁹ in organ cryobiology.

3. Agriculture⁷⁰ and Biodiversity⁷¹

Cryopreservation supports⁷² conservation⁷³ efforts by preserving seeds, embryos, and genetic material from endangered⁷⁴ plants and animals. This helps maintain biodiversity and protects against crop failure⁷⁵, climate change or disease outbreaks⁷⁶. In vitro preservation of plant embryos also plays a key role⁷⁷ in agricultural biotechnology.

4. Medical Research

Laboratories rely on⁷⁸ cryopreserved cell lines⁷⁹ and tissue samples⁸⁰ to conduct⁸¹ experiments in cancer⁸², virology⁸³ and genetics. The reliability⁸⁴ and consistency⁸⁵ of frozen cell cultures are essential for reproducibility⁸⁶ in research and pharmaceutical development⁸⁷.

Cryonics: The Radical Extension⁸⁸ of Cryopreservation

Where things start to get speculative⁸⁹, or even a little (too) weird⁹⁰ is in the application⁹¹ of cryopreservation to entire human bodies or brains in the hope of future revival⁹². The idea is to preserve individuals immediately after legal death (when the heart stops, but before irreversible⁹³ brain damage) to prevent⁹⁴ further biological degradation.

Companies like Alcor Life Extension Foundation (USA) and Tomorrow Biostasis (Germany) now offer cryonics services⁹⁵, which include rapid body cooling⁹⁶, blood replacement⁹⁷ with cryoprotectants⁹⁸, and long-term storage in liquid



nitrogen tanks⁹⁹. However, as you might expect, potential immortality doesn't come cheap¹⁰⁰ – prices range from USD 50,000 (for neuro-preservation of the brain alone) to over USD 200,000 for whole-body preservation.

⁶⁶ to rewarm sth tə ˈriːwɔːm 'sʌmθɪŋ odmrozić, ponownie coś ogrzać

⁶⁷ kidney ˈkɪdni nerka

⁶⁸ partial ˈpɑːʃəl częściowy

⁶⁹ milestone ˈmaɪlstəʊn kamień milowy

⁷⁰ agriculture ˈæɡrɪkʌltʃə rolnictwo

⁷¹ biodiversity ˌbaɪəʊdəɪˈvɜːsəti bioróżnorodność

⁷² to support sth tə səˈpɔːt 'sʌmθɪŋ wspierać coś

⁷³ conservation ˌkɒnsəːˈveɪʃən tu: ochrona przyrody

⁷⁴ endangered ɪnˈdeɪndʒəd zagrożony

⁷⁵ crop failure kɹɒp ˈfeɪljə nieurodzaj

⁷⁶ disease outbreak dɪˈziːz ˈaʊtbreɪk epidemia

⁷⁷ to play a key role tə pleɪ ə kiː rəʊl odgrywać kluczową rolę

⁷⁸ to rely on sth tə riːˈlaɪ ɒn 'sʌmθɪŋ polegać na czymś

⁷⁹ cell line sel laɪn linia komórkowa

⁸⁰ sample ˈsɑːmpl próbka

⁸¹ to conduct sth tə ˈkɒndʌkt 'sʌmθɪŋ przeprowadzać, prowadzić coś

⁸² cancer ˈkænsə rak

⁸³ virology ˌvaɪəˈrɒlədʒi wirusologia

⁸⁴ reliability ˌrɪˌləɪəˈbɪləti niezawodność

⁸⁵ consistency kənˈsɪstənsi spójność

⁸⁶ reproducibility ˌrɪːprəˌdjuːsɪˈbɪləti odtwarzalność, powtarzalność

⁸⁷ development dɪˈveləpmənt rozwój

⁸⁸ extension ɪksˈtenʃən poszerzenie, rozbudowa

⁸⁹ speculative ˈspekjʊlətɪv oparty na domysłach

⁹⁰ weird wɪəd dziwny

⁹¹ application ˌæplɪˈkeɪʃən zastosowanie

⁹² revival ˌrɪˈvaɪvəl przywrócenie do życia

⁹³ irreversible ˌɪrɪˈvɜːsəbəl nieodwracalny

⁹⁴ to prevent tə prɪˈvent zapobiegać

⁹⁵ services ˈsɜːvɪsɪz usługi

⁹⁶ cooling ˈkuːlɪŋ chłodzenie

⁹⁷ blood replacement blʌd rɪˈpleɪsmənt zastąpienie krwi czymś innym

⁹⁸ cryoprotectant ˌkraɪə(ʊ)prəˈtekt(ə)nt krioprotektant (substancja chroniąca zamrażany obiekt)

⁹⁹ tank tæŋk zbiornik

¹⁰⁰ do not come cheap duː nɒt kʌm tʃiːp być drogiem



As of 2025, over 500 people have been cryopreserved globally, with thousands more **signed up**¹⁰¹. But no one has yet been revived. Cryonics, unlike other cryopreservation uses, is a **massive**¹⁰² **punt**¹⁰³ on future science **coming through**¹⁰⁴.

Revival

In fact, the greatest **challenge**¹⁰⁵ in cryonics is not freezing but safely thawing and repairing the body. Current technologies cannot **uniformly**¹⁰⁶ rewarm an entire human body without causing **thermal stress**¹⁰⁷, **cracking**¹⁰⁸, or tissue damage. Even if the freezing process goes perfectly, rewarming must be done **evenly**¹⁰⁹ and precisely.

Moreover, **cellular structures**¹¹⁰, especially those in the brain, are **extraordinarily**¹¹¹ complex. We do not yet understand how to reconstruct **neural networks**¹¹² or repair **micro-tears**¹¹³ caused by ice or **dehydration**¹¹⁴. The brain's "**connectome**¹¹⁵," a map of neuron connections, holds the keys to memory, personality and **consciousness**¹¹⁶. Once **disrupted**¹¹⁷, can it ever be **restored**¹¹⁸? Would revived people have different personalities and memories, lost in the chaos of an **identity crisis**¹¹⁹?

Advocates¹²⁰ argue that future technologies, like molecular nanobots, **quantum computing**¹²¹, or whole-brain emulation,

may one day allow us to **reverse**¹²² damage and reanimate the cryopreserved, while critics dismiss this as **unsubstantiated**¹²³ **pseudoscience**¹²⁴.

Estimates¹²⁵ vary wildly. Optimists suggest that **breakthroughs**¹²⁶ in organ regeneration, **brain mapping**¹²⁷, and AI may allow limited revival within 50 to 100 years. Sceptics argue it may take centuries or never be achieved.

Despite this, it remains, for those who can afford it, a **no-brainer**¹²⁸. The Alcor Life Extension Foundation, one of the world's first cryogenics organisations, founded in 1972, **hits the nail on the head**¹²⁹ when it says, "*The only alternative to cryonics is certain death*¹³⁰."

Economic Viability¹³¹ and Legal Grey Zones¹³²

Cryopreserved individuals are not just in a physical **void**¹³³, but legal **limbo**¹³⁴, too. They are legally dead but biologically **suspended**¹³⁵. No laws yet define their rights, **inheritance**¹³⁶ status, or whether they could be **reclassified**¹³⁷ as "living" upon revival.

¹⁰¹ to sign up *tə saɪn ʌp* zapisać się

¹⁰² massive *'mæsɪv* *tu:* ogromny

¹⁰³ punt *pʌnt* *tu:* ryzyko

¹⁰⁴ to come through *tə kʌm θru:* nadchodzić

¹⁰⁵ challenge *'tʃælɪndʒ* wyzwanie

IT PROMISES TO HALT AGEING, DEFER DEATH AND MAYBE EVEN REBOOT LIFE.

¹⁰⁶ uniformly *'ju:nɪfɔ:mli* równomiernie

¹⁰⁷ thermal stress *'θɜ:məl stres* napężenie termiczne

¹⁰⁸ cracking *'krækɪŋ* pęknięcie, pęknięcie

¹⁰⁹ evenly *'i:vənli* równomiernie, spokojnie

¹¹⁰ cellular structure *'seljʊlə 'strʌktʃə* struktura komórkowa

¹¹¹ extraordinarily *ɪks'trɔ:dɪnərəli* niezwykle

¹¹² neural network *'njʊərəl 'netwɜ:k* sieć neuronowa

¹¹³ micro-tears *'maɪkrəʊ tiəz* mikropęknięcia

¹¹⁴ dehydration *'di:haɪ'dreɪʃən* odwodnienie

¹¹⁵ connectome *kə'nektəʊm* konektom (kompletna mapa sieci połączeń neuronalnych)

¹¹⁶ consciousness *'kɒnʃənsəs* świadomość

¹¹⁷ to disrupt sth *tə dɪs'rʌpt 'sʌmθɪŋ* przerwać, zaburzać coś

¹¹⁸ restored *rɪs'tɔ:d* przywrócony do życia, ożywiony

¹¹⁹ identity crisis *aɪ'dentɪti 'kraɪsɪs* kryzys tożsamości

¹²⁰ advocate *'ædvəkeɪt* zwolennik

¹²¹ quantum computing *'kwɒntəm kəm'pjʊ:tɪŋ* komputer kwantowy

¹²² to reverse sth *tə rɪ'vɜ:s 'sʌmθɪŋ* odwracać coś

¹²³ unsubstantiated *ʌnsəb'stænʃɪjətɪd* bezpodstawny

¹²⁴ pseudoscience *'su:ðəʊsaiəns* pseudonauka

¹²⁵ estimates *'estɪməts* szacunki

¹²⁶ breakthrough *'breɪk'θru:* przełom

¹²⁷ brain mapping *breɪn 'mæpɪŋ* mapowanie mózgu

¹²⁸ no-brainer *noʊ 'breɪnə(r)* łatwizna, pestka

¹²⁹ to hit the nail on the head *tə hɪt ðə neɪl ɒn ðə hed* trafić w sedno

¹³⁰ certain death *'sɜ:tn deθ* pewna śmierć

¹³¹ economic viability *ˌekə'nɒmɪk ˌvaɪə'bɪləti* opłacalność finansowa

¹³² grey zone *ɡreɪ zəʊn* szara strefa

¹³³ void *vɔɪd* próżnia

¹³⁴ limbo *'lɪmbəʊ* próżnia, otchłań

¹³⁵ suspended *səs'pendɪd* zawieszony

¹³⁶ inheritance *ɪn'hertəns* spadek

¹³⁷ reclassified *ˌri:'klæsɪfaɪd* klasyfikowany na nowo

From a business perspective, cryonics companies must maintain liquid nitrogen tanks for decades, potentially centuries. This raises questions about long-term **trust**¹³⁸. Will the companies still exist in 100 years? Who **ensures**¹³⁹ **ongoing**¹⁴⁰ funding, **oversight**¹⁴¹ and ethical **governance**¹⁴²?

Some preservation contracts are **backed**¹⁴³ by **life insurance policies**¹⁴⁴, with cryonics companies **listed**¹⁴⁵ as **beneficiaries**¹⁴⁶. But this business model is **vulnerable**¹⁴⁷ to legal challenges, economic shifts and potential **malpractice**¹⁴⁸. An **interruption**¹⁴⁹ in funding or a failed generator could be catastrophic. Critics **liken** it **to**¹⁵⁰ asking a startup to deliver results in the year 2300.

Should We **Cheat**¹⁵¹ Death?

Many people argue that even if it is ever possible, this is not a road we should be going down. Would it be ethical to cryopreserve people without **consent**¹⁵², such as in **emergency scenarios**¹⁵³ involving **unconscious**¹⁵⁴ patients or **terminal**¹⁵⁵ children?

Bioethicists worry that cryonics may exploit vulnerable individuals, selling hope **in the face of**¹⁵⁶ **grief**¹⁵⁷. Some liken it to modern-day mummification, **elaborate**¹⁵⁸ and expensive rituals to delay the **inevitable**¹⁵⁹. Others ask deeper questions: if death gives life **meaning**¹⁶⁰, what happens to our values, priorities, or relationships if we can **hit the pause button**¹⁶¹ – are we sending them to **Purgatory**¹⁶², and who are we to play God? It is certainly **at odds**¹⁶³ with the beliefs of many religions.

The Socio-Economic Perspective

The high cost means it will only be accessible to the very wealthy. Cryonics would likely **exacerbate**¹⁶⁴ global **inequalities**¹⁶⁵. Would we create a new **stratum**¹⁶⁶ of elite people – the immortals? Rather than saving for **retirement**¹⁶⁷, would people spend their lives saving, not for their **funeral**¹⁶⁸, but for preservation? Would insurance companies develop policies for tens or even hundreds of years of preservation,

and the costs of revival and their second life? How would **governments**¹⁶⁹ view their benefits, rights and status? The questions are **endless**¹⁷⁰.

Too Much of a Good Thing?

Cryopreservation is one of the most **awe-inspiring**¹⁷¹ and **divisive**¹⁷² **frontiers**¹⁷³ in science. In the short term, it offers critical, practical benefits, from fertility treatments to species conservation. In the long term, it promises something far more radical: a chance to halt ageing, defer death and maybe even **reboot**¹⁷⁴ life. Yet, the social and ethical consequences of it becoming a reality are **immense**¹⁷⁵. Alcor's invitation to choose between certain death and hope is **enticing**¹⁷⁶, but we should perhaps be careful what we wish for. ■

¹³⁸ **trust** *trast* zaufanie

¹³⁹ **to ensure sth** *tu in'ʃʊə 'sʌmθɪŋ* zapewniać, zagwarantować, zabezpieczać coś

¹⁴⁰ **ongoing** *'ɒŋɡəʊɪŋ* trwający, ciągły

¹⁴¹ **oversight** *'əʊvəsait* nadzór

¹⁴² **governance** *'ɡʌvənəns* zarządzanie

¹⁴³ **backed by sth** *bækt baɪ 'sʌmθɪŋ* poparty czymś

¹⁴⁴ **life insurance policy** *laɪf in'ʃʊərəns 'pɒlɪsi* polisa na życie

¹⁴⁵ **listed** *'lɪstɪd* umieszczony w wykazie

¹⁴⁶ **beneficiary** *'benɪ'fɪʃəri* beneficjent

¹⁴⁷ **vulnerable** *'vʌlnərəbl* podatny, wrażliwy

¹⁴⁸ **malpractice** *'mæl'præktɪs* nadużycie

¹⁴⁹ **interruption** *ˌɪntə'rʌpʃən* przerwa

¹⁵⁰ **to liken sth to sth** *tə 'laɪkən 'sʌmθɪŋ tə 'sʌmθɪŋ* porównywać coś do czegoś

¹⁵¹ **to cheat** *tə tʃi:t* oszukać

¹⁵² **consent** *kən'sent* zgoda

¹⁵³ **emergency scenario** *ɪ'mɜːdʒənsi sɪ'nɑːrɪəʊ* nadzwyczajna sytuacja

¹⁵⁴ **unconscious** *ʌn'kɒnʃəs* nieprzytomny, nieświadomy

¹⁵⁵ **terminal** *'tɜːmɪnəl* nieuleczalnie chory

¹⁵⁶ **in the face of** *ɪn ðə feɪs ɒv* w obliczu

¹⁵⁷ **grief** *ɡri:f* żal, rozpacz

¹⁵⁸ **elaborate** *ɪ'læbəreɪt* wymyślny

¹⁵⁹ **inevitable** *ɪn'evɪtəbl* nieunikniony

¹⁶⁰ **meaning** *'miːnɪŋ* sens

¹⁶¹ **to hit the pause button** *tə hɪt ðə paʊz 'bʌtn* wcisnąć pauzę

¹⁶² **Purgatory** *'pɜːɡətəri* czyściec

¹⁶³ **at odds** *æt ɒdz* w sprzeczności

¹⁶⁴ **to exacerbate sth** *tə eks'æsbə:t 'sʌmθɪŋ* zaostrzać coś

¹⁶⁵ **inequalities** *ˌɪni:'kwɒlɪtɪz* nierówności

¹⁶⁶ **stratum** *'strɑːtəm* warstwa społeczna

¹⁶⁷ **retirement** *rɪ'taɪəmənt* emerytura

¹⁶⁸ **funeral** *'fjuːnərəl* pogrzeb

¹⁶⁹ **government** *'ɡʌvənmənt* rząd

¹⁷⁰ **endless** *'endləs* niezliczony

¹⁷¹ **awe-inspiring** *'ɔː ɪnspəɪrɪŋ* wzbudzający szacunek, imponujący

¹⁷² **divisive** *dɪ'vaɪsɪv* powodujący podziały, dzielący

¹⁷³ **frontier** *'frʌntɪə* granica

¹⁷⁴ **to reboot** *tə ˌri:'bu:t* zacząć od nowa

¹⁷⁵ **immense** *ɪ'mens* ogromny

¹⁷⁶ **enticing** *ɪn'taɪsɪŋ* kuszący



Claudia Sheinbaum:

Mexico's Pioneering Presidenta

The election of Claudia Sheinbaum as President of Mexico represents a **remarkable**¹ **break**² from centuries of male **leadership**³. Far from being symbolic, she is a determined leader who **means business**⁴.

Claudia Sheinbaum was born in Mexico City on 24 June 1962 into a family where science and **social awareness**⁵ **went hand in hand**⁶. Her mother, Annie Pardo Cemo, is a biologist and long-time professor at the National Autonomous University of Mexico (UNAM), while her father, Carlos Sheinbaum, was a chemical engineer linked to Mexico's **industrial sector**⁷. Her **family heritage**⁸ is Jewish: **Ashkenazi**⁹ on her father's side with Lithuanian **roots**¹⁰, and **Sephardi**¹¹ on her mother's side, whose family **fled persecution**¹² in Bulgaria during the Second World War. These **influences**¹³ created a **household**¹⁴ where **academic achievement**¹⁵ and **social responsibility**¹⁶ were equally valued.

Claudia studied physics at UNAM and later **pursued**¹⁷ **postgraduate work**¹⁸ in **energy engineering**¹⁹. She **carried out**²⁰ **doctoral research**²¹ at Lawrence Berkeley National Laboratory in California, focusing on **energy efficiency**²² and **sustainable**²³ technologies. Her work on energy use in Mexico's

¹ remarkable ˈrɪːməːkəbəl znaczący, godny uwagi

² break breɪk przełom, zmiana

³ leadership ˈliːdəʃɪp przywództwo

⁴ to mean business tə miːn ˈbɪznəs tu: wiedzieć czego się chce

⁵ social awareness ˈsəʊʃəl əˈweənəs świadomość społeczna

⁶ to go hand in hand tə ɡəʊ hænd ɪn hænd iść ręką w rękę

⁷ industrial sector ɪnˈdʌstriəl ˈsektə sektor przemysłowy

⁸ family heritage ˈfæməli ˈherɪtɪdʒ rodzinne dziedzictwo

⁹ Ashkenazi ˌæʃkeˈnaːzi aszkenazyjski

¹⁰ roots ruːts korzenie

¹¹ Sephardi seˈfɑːdi sefardyjski

¹² to flee persecution tə fliː ˌpɜːsɪˈkjuːʃən uciec przed prześladowaniami

¹³ influence ˈɪnfluəns wpływ

¹⁴ household ˈhaʊshəʊld dom

¹⁵ academic achievement ˌækaˈdemɪk əˈtʃiːvmənt akademickie osiągnięcia, dorobek

¹⁶ social responsibility ˈsəʊʃəl rɪs.pɒnsəˈbɪləti odpowiedzialność społeczna

¹⁷ to pursue tə pəˈsjuː kontynuować

¹⁸ postgraduate work ˈpɒstˌɡrædʒʊət wɜːk studia podyplomowe; praca dyplomowa na studiach wyższego stopnia

¹⁹ energy engineering ˈenədʒɪ ˌendʒɪˈnɪərɪŋ inżynieria energetyczna

²⁰ to carry out sth tə ˈkæri aʊt ˈsʌmθɪŋ prowadzić coś

²¹ doctoral research ˈdɒktərəl rɪˈsɜːtʃ badania doktoranckie

²² energy efficiency ˈenədʒɪ ɪˈfɪʃənsɪ efektywność energetyczna

²³ sustainable seˈsteɪnəbəl nienaruszający równowagi ekologicznej

SHE MADE TACKLING VIOLENCE AGAINST WOMEN A CENTRAL PRIORITY.

Claudia Sheinbaum

OGLĄDAJ

VIDEO



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A WORD WORTH REMEMBERING

backlash
/'bæklæʃ/
ostry sprzeciw; gwałtowna reakcja

transport and housing sectors earned her **recognition**²⁴, and she **contributed to**²⁵ the Intergovernmental Panel on Climate Change (IPCC), which shared the Nobel Peace Prize in 2007. These experiences still **inform**²⁶ her approach to decision-making: **evidence-driven**²⁷, methodical, and **attentive to**²⁸ detail.

From Academia²⁹ to Public Life

Her move into politics came in 2000, when Andrés Manuel López Obrador, then head of Mexico City's government, invited her to serve as environment secretary. She implemented policies to reduce **air pollution**³⁰ and promote public transport, gaining visibility as a **capable**³¹ administrator. After a return to academia, she successfully ran for the Tlalpan **Borough**³² in 2015, and then for **mayor**³³ of Mexico City in 2018, becoming the first woman and the first person of Jewish heritage to **hold** that **office**³⁴. Her time as mayor was marked by **daily**³⁵ **security briefings**³⁶ and data-driven **management**³⁷, **habits**³⁸ she has carried into the presidency.

President Sheinbaum: Values and Priorities

Elected as the candidate of López Obrador's **movement**³⁹, she has **highlighted**⁴⁰ women's economic participation, **expanded**⁴¹ **scholarships**⁴² for young people, and improvements to the **health system**⁴³. Social programmes are presented not just as **welfare**⁴⁴ but as a **foundation**⁴⁵ for productivity and **fairness**⁴⁶. In energy, she **advocates**⁴⁷ faster growth in **renewables**⁴⁸, while maintaining a strong role for Mexico's **state-owned**⁴⁹ firms. This balance seeks to **reassure**⁵⁰ **domestic**⁵¹ **constituencies**⁵² while keeping **foreign investors**⁵³ **engaged**⁵⁴.

Her values are clear: a belief in the state's role in **ensuring**⁵⁵ rights, and her **commitment to**⁵⁶ **gender equality**⁵⁷. While this is shown in her **insistence**⁵⁸ on using the title "presidenta," it goes much deeper

FOR MANY MEXICANS, SHE REPRESENTS A GENERATIONAL CHANGE, WHILE ABROAD, SHE IS SEEN AS PROOF OF MEXICO'S DEMOCRATIC MATURITY.

than job titles. As mayor of Mexico City, she made **tackling**⁵⁹ **violence**⁶⁰ against women a central priority. She **introduced**⁶¹ women's justice centres, expanded **refuges**⁶² for **survivors**⁶³, and **strengthened**⁶⁴ specialist police units focused on gender crimes. She also created safe transport initiatives to reduce **harassment**⁶⁵ on buses and the metro. As president, she has **pledged**⁶⁶ to expand these **measures**⁶⁷ **nationwide**⁶⁸, recognising that **femicides**⁶⁹ and gender-based violence are not only security problems but

²⁴ recognition 'rekəg'nɪʃən uznanie

²⁵ to contribute to sth tə kən'tribju:t tə 'sʌmθɪŋ przyczynić się do czegoś, wnieść swój wkład w coś

²⁶ to inform sth tʊ ɪn'fɔ:m przekażać, kształtować coś, wpływać na coś

²⁷ evidence-driven 'eɪvɪdəns 'drɪvən oparty na dowodach

²⁸ attentive to sth ə'tentɪv uważny w jakiejś kwestii, dbający o coś

²⁹ academia 'ækə'di:mɪə środowisko akademickie

³⁰ air pollution eə pə'lu:ʃən zanieczyszczenie powietrza

³¹ capable 'keɪpəbl kompetentny, sprawny

³² borough 'bʌrə okręg administracyjny; gmina

³³ mayor meə burmistrz

³⁴ to hold office tə həʊld 'ɒfɪs zajmować urząd

³⁵ daily 'deɪli codzienny

³⁶ security briefing sɪ'kjʊərətɪ 'brɪ:fɪŋ odprawa w kwestii bezpieczeństwa, odprawa dotycząca bezpieczeństwa

³⁷ management 'mænɪdʒmənt zarządzanie

³⁸ habit 'hæbɪt zwyczaj

³⁹ movement 'mu:vmənt ruch

⁴⁰ to highlight sth tə 'haɪlaɪt 'sʌmθɪŋ podkreślić coś

⁴¹ to expand sth tʊ ɪks'pænd 'sʌmθɪŋ poszerzyć, rozwinąć coś

⁴² scholarship 'skɒləʃɪp stypendium naukowe

⁴³ health system helθ 'sɪstəm system opieki zdrowotnej, służba zdrowia

⁴⁴ welfare 'welfeə tu: opieka społeczna, pomoc społeczna

⁴⁵ foundation for sth faʊn'deɪʃən fundament czegoś, podwaliny czegoś

⁴⁶ fairness 'feənəs sprawiedliwość

⁴⁷ to advocate sth tʊ 'ædvəkeɪt 'sʌmθɪŋ popierać, wspierać coś

⁴⁸ renewables rɪ'nju:əblz odnawialne źródła energii

⁴⁹ state-owned steɪt əʊnd państwowy

⁵⁰ to reassure tə ,ri:ə'ʃʊə uspokajać

⁵¹ domestic dəʊ'mestɪk krajowy

⁵² constituency kən'stɪtjʊənsɪ okręg wyborczy

⁵³ foreign investor 'fɔrɪn ɪn'vestə inwestor zagraniczny

⁵⁴ engaged ɪn'geɪdʒd zaangażowany

⁵⁵ ensuring ɪn'ʃʊərɪŋ zapewnianie

⁵⁶ commitment to sth kə'mɪtmənt tə 'sʌmθɪŋ zaangażowanie się w coś, oddanie się czemuś

⁵⁷ gender equality 'dʒendər i:'kwɒlətɪ równość płci

⁵⁸ insistence ɪn'sɪstəns nacisk

⁵⁹ to tackle sth tə 'tækl stawiać czoła czemuś, uporać się z czymś

⁶⁰ violence 'vaɪələns przemoc

⁶¹ to introduce sth tʊ ,ɪntrə'dju:s 'sʌmθɪŋ wprowadzać coś

⁶² refuge 'refju:dʒ schronisko, azyl

⁶³ survivor sə'vaɪvə ocalały

⁶⁴ to strengthen sth tə 'streŋθən 'sʌmθɪŋ wzmocnić coś

⁶⁵ harassment 'hærəsmənt molestowanie

⁶⁶ to pledge to do sth tə pledʒ tə du: 'sʌmθɪŋ zobowiązywać się do zrobienia czegoś

⁶⁷ measures 'meʒəz środki, działania

⁶⁸ nationwide 'neɪʃənwaɪd w całym kraju

⁶⁹ femicide 'femɪsaɪd kobietobójstwo

Mexico City



profound⁷⁰ social and human rights⁷¹ issues⁷² requiring prevention, protection and cultural change⁷³.

She also maintains a strong environmental focus through seeking to reduce waste⁷⁴ and inefficiency⁷⁵. These priorities are visible in both policy detail and broader themes of sovereignty⁷⁶, inclusion and industrial growth⁷⁷.

Ms Sheinbaum's election reverberated⁷⁸ far beyond Mexico. As the first woman and the first person of Jewish background⁷⁹ to lead the nation, her victory was celebrated internationally. Her inauguration included references⁸⁰ to women's struggles⁸¹ and indigenous⁸² traditions alongside the formal rituals of government. For many Mexicans, she represents a generational change⁸³, while abroad⁸⁴, she is seen as proof⁸⁵ of Mexico's democratic maturity⁸⁶.

The Challenge of Security

Mexico's high crime levels⁸⁷ remain her toughest⁸⁸ test. Homicides⁸⁹ have stayed stubbornly⁹⁰ high*, and organised crime⁹¹ networks are deeply embedded in⁹² parts of the economy and politics.

* In 2023, homicide rates⁹³ per 100,000 people were 24.9 in Mexico, compared to 5.9 in the United States and 1.9 in Canada. In the Mexican state of Colima, the rate was a scary⁹⁴ 111.

⁷⁰ profound *prə'faʊnd* głęboki

⁷¹ human rights *'hju:mən raɪts* prawa człowieka

⁷² issue *'ɪʃu:* kwestia, sprawa

⁷³ cultural change *'kʌltʃərəl tʃeɪndʒ* zmiana kulturowa

⁷⁴ waste *weɪst* odpady

⁷⁵ inefficiency *ˌɪnɪ'fɪʃənsi* nieefektywność

⁷⁶ sovereignty *'sɒvrənəti* niezależność,

suwerenność

⁷⁷ industrial growth *ɪn'dʌstriəl grəʊθ* rozwój

przemysłu, wzrost w dziedzinie przemysłu

⁷⁸ to reverberate *tə rɪ'vɜ:bəreɪt* odbijać się echem

⁷⁹ background *'bækgraʊnd* pochodzenie

⁸⁰ reference *'refrəns* odniesienie, odwołanie

⁸¹ struggle *'strʌgl* zmaganie

⁸² indigenous *ɪn'dɪdʒɪnəs* rdzenny

⁸³ generational change *ˌdʒɛnə'reɪʃənl tʃeɪndʒ*

zmiana pokoleniowa

⁸⁴ abroad *ə'brɔ:d* za granicą

⁸⁵ proof *pru:f* dowód

⁸⁶ maturity *mə'tjʊərəti* dojrzałość

⁸⁷ crime level *kraɪm 'levl* poziom przestępczości

⁸⁸ toughest *'tʌfəst* najtrudniejszy

⁸⁹ homicide *'hɒmɪsaɪd* zabójstwo

⁹⁰ stubbornly *'stʌbənli* uparcie, zacięcie

⁹¹ organised crime *ˌɔ:gənəɪzd 'kraɪm*

przestępczość zorganizowana

⁹² embedded in sth *ɪm'bedɪd* osadzony w czymś

⁹³ rate *reɪt* wskaźnik

⁹⁴ scary *'skeəri* przerażający

Fact Box



The United States-Mexico-Canada Agreement (USMCA) is the trade pact that **replaced**¹ the North American Free Trade Agreement (NAFTA) and **underpins**² most of Mexico's export economy. For Mexico, whose manufacturing and **agricultural**³ sectors rely heavily on exports to its northern **neighbours**⁴, maintaining **smooth**⁵ trade flows is **crucial**⁶ for jobs, investment and economic growth. **Safeguarding**⁷ USMCA, therefore, remains a central priority of President Sheinbaum's foreign and economic policy.

¹ to replace sth *tə rɪˈpleɪs 'sʌmθɪŋ* zastępować coś

² to underpin *tʊ ˌʌndəˈpɪn* wzmacniać

³ agricultural *ˌægrɪˈkʌltʃərəl* rolny

⁴ neighbour *'neɪbə* sąsiad

⁵ smooth *smuːð* płynny

⁶ crucial *'kruːʃəl* kluczowy

⁷ safeguarding *'seɪfɡɑːdɪŋ* chronienie

INFOBOX

Presidenta Sheinbaum has promised to **adjust**⁹⁵ the approach of her **predecessor**⁹⁶. While she **retains**⁹⁷ social policies to **deter**⁹⁸ recruitment into crime, she is **putting greater emphasis on**⁹⁹ **intelligence**¹⁰⁰, **policing**¹⁰¹ and coordination across agencies. Her **government**¹⁰² is strengthening the **National Guard**¹⁰³, targeting key criminal groups and promoting closer cooperation between federal and state **authorities**¹⁰⁴.

So far, the administration has highlighted arrests and **seizures**¹⁰⁵ while avoiding **triumphalist**¹⁰⁶ language. This is intentional:

boasting about¹⁰⁷ wars against cartels risks **backlash**¹⁰⁸ at home and **tension**¹⁰⁹ with the United States, where **drug policy**¹¹⁰ is highly **politicised**¹¹¹. Whether her strategy reduces violence on a national scale is likely to determine how her presidency is **judged**¹¹².

The Economy and Nearshoring¹¹³

Mexico is experiencing an investment boom thanks to global **supply chain**¹¹⁴ shifts and its **proximity**¹¹⁵ to the United States. Sheinbaum aims to support this by maintaining **fiscal stability**¹¹⁶ while removing **bottlenecks**¹¹⁷ in infrastructure and electricity. She promises simpler procedures for investors, targeted **improvements**¹¹⁸ at **border crossings**¹¹⁹, and a **gradual**¹²⁰ opening for more renewable energy projects, even as state companies keep a central role. Her **pitch**¹²¹ is one of pragmatic management rather than sudden change.

Relations with Washington and Donald Trump

Foreign relations¹²² present another significant challenge, especially with Donald Trump back in the White House. He has **revived**¹²³ either the implementation or **threats**¹²⁴ of **tariffs**¹²⁵, and talk of **unilateral**¹²⁶ action against Mexican cartels. The president's **stance**¹²⁷ has been cooperative but **firm**¹²⁸; Mexico will work with the United States on migration and security, but without **conceding**¹²⁹ its sovereignty. Her government has increased cooperation in border control and **investigations**¹³⁰, while publicly **rejecting**¹³¹ any suggestion of US military operations inside Mexico.

This careful balance is **constant**¹³². When tariffs are threatened, she emphasises Mexico's cooperation. When American politicians talk of cross-border **strikes**¹³³, she **asserts**¹³⁴ national sovereignty. The aim is to protect Mexico's trade under

⁹⁵ to adjust *tə əˈdʒʌst* modyfikować

⁹⁶ predecessor *'priːdɪsəːsə* poprzednik

⁹⁷ to retain sth *tə rɪˈteɪn 'sʌmθɪŋ* utrzymywać coś

⁹⁸ to deter sth *tə dɪˈtɜː 'sʌmθɪŋ* zniechęcać do czegoś

⁹⁹ to put greater emphasis on sth *tə pʊt 'ɡreɪtər 'emfəsɪs ɒn 'sʌmθɪŋ* kłaść na coś większy nacisk

¹⁰⁰ intelligence *ɪnˈtelɪdʒəns* informacje wywiadowcze

¹⁰¹ policing *pəˈliːsɪŋ* działania policyjne, ochrona policyjna

¹⁰² government *'ɡʌvənmənt* rząd

¹⁰³ National Guard *'næʃənəl ɡɑːd* Gwardia Narodowa

¹⁰⁴ authorities *ɔːˈθɒrətɪz* władze

¹⁰⁵ seizure *'siːʒə* **tu:** konfiskata, zajęcie czegoś

¹⁰⁶ triumphalist *traɪˈʌmfəlɪst* triumfalistyczny

¹⁰⁷ to boast about sth *tə bæʊst əˈbaʊt 'sʌmθɪŋ* chwalić się czymś

¹⁰⁸ backlash *'bækɪʃ* ostry sprzeciw; gwałtowna reakcja

¹⁰⁹ tension *'tenʃən* napięcie

¹¹⁰ drug policy *drʌɡ 'pɒləsɪ* polityka narkotykowa

¹¹¹ politicised *pəˈlɪtɪsaɪzd* upolityczniony

¹¹² to judge *tə 'dʒʌdʒ* oceniać

¹¹³ nearshoring *'niːərʃɔːrɪŋ* przenoszenie

produkcji bliżej docelowego rynku zbytu

¹¹⁴ supply chain *səˈplaɪ tʃeɪn* łańcuch dostaw

¹¹⁵ proximity *prɒkˈsɪmətɪ* sąsiedztwo, bliskość

¹¹⁶ fiscal stability *'fɪskəl stəˈbɪlətɪ* stabilność fiskalna

¹¹⁷ bottleneck *'bɒtlnek* wąskie gardło

¹¹⁸ improvement *ɪmˈpruːvmənt* usprawnienie

¹¹⁹ border crossing *'bɔːdə 'krɒsɪŋ* przejście graniczne

¹²⁰ gradual *'ɡrædʒʊəl* stopniowy

¹²¹ pitch *pɪtʃ* **tu:** propozycja

¹²² foreign relations *'fɒrɪn rɪˈleɪʃənz* relacje z zagranicą

¹²³ to revive sth *tə rɪˈvaɪv 'sʌmθɪŋ* wskrzeszać coś

¹²⁴ threat *θret* groźba

¹²⁵ tariff *'tærɪf* **tu:** cło

¹²⁶ unilateral *'juːnɪˈlætərəl* jednostronny

¹²⁷ stance *stæns* stanowisko

¹²⁸ firm *fɜːm* twardy

¹²⁹ to concede sth *tə kənˈsiːd 'sʌmθɪŋ* oddawać

¹³⁰ investigation *ɪnˌvestɪˈɡeɪʃən* dochodzenie

¹³¹ to reject sth *tə rɪˈdʒekt 'sʌmθɪŋ* odrzucać coś

¹³² constant *'kɒnstənt* stały

¹³³ strike *straɪk* uderzenie

¹³⁴ to assert *tə əˈsɜːt* bronić

USMCA (See Fact Box) and to avoid domestic backlash. Investors still see Mexico as a major **beneficiary**¹³⁵ of nearshoring, but that **confidence**¹³⁶ depends on **predictable**¹³⁷ rules and **calm**¹³⁸ relations.

Her approach to government is that of an engineer: focused on daily briefings, careful coordination and measurable **outcomes**¹³⁹. **Supporters**¹⁴⁰ see discipline and professionalism; critics argue it can limit debate and centralise decision-making. These tensions are most visible in her proposals for **justice**¹⁴¹ reform, such as electing judges, which have worried some **civil society**¹⁴² groups and businesses. She responds by **stressing**¹⁴³ transparency and results. She may **have a point**¹⁴⁴, although **the ends justifying the means**¹⁴⁵ can be a **slippery slope**¹⁴⁶ in the democracy she **cherishes**¹⁴⁷.

Measuring Success

Three areas will determine whether Claudia Sheinbaum's presidency is seen as a success:

1. Security: A clear and sustained reduction in **homicides**¹⁴⁸ and **extortion**¹⁴⁹, supported by **credible**¹⁵⁰ investigations and **prosecutions**¹⁵¹.
2. Energy and infrastructure: Expanding **capacity**¹⁵², especially renewables, while maintaining stability for investors.
3. Relations with the USA: Managing **disputes**¹⁵³ with Washington, particularly over trade and migration, without provoking conflict at home.

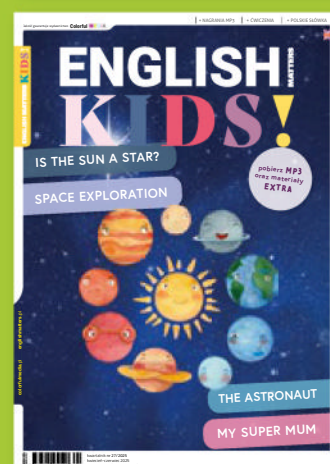
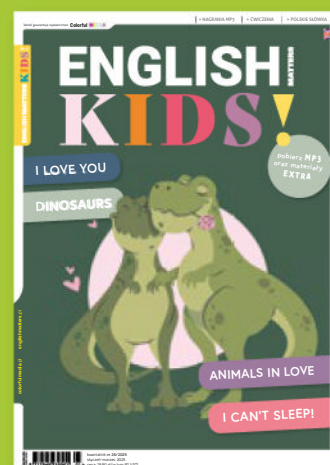
Awaiting the Outcome

A year into her presidency, Claudia Sheinbaum has shown steady leadership and pragmatic management. She is a **scientist**¹⁵⁴ by training and a politician **by loyalty**¹⁵⁵, working to satisfy both her movement's base and the business **community's**¹⁵⁶ demand for predictability. Her symbolic importance as the country's first woman leader is already secure, but her **lasting legacy**¹⁵⁷ will depend on whether she can **bring crime down**¹⁵⁸, manage relations with Washington and **channel**¹⁵⁹ nearshoring into broader development.

Despite her initiatives, organised crime remains stubbornly **resilient**¹⁶⁰, and trade disputes with the unpredictable President Trump are an **omnipresent**¹⁶¹ **Sword of Damocles**¹⁶². Yet the Mexican president's **blend**¹⁶³ of technical skill, political capital and favourable economic conditions gives her an opportunity **rarely**¹⁶⁴ available to Mexican leaders. If she succeeds, she could be remembered not only as Mexico's first "presidenta" but as the leader who helped turn Mexico's potential into long-term **prosperity**¹⁶⁵. ■

- ¹³⁵ **beneficiary** ,benɪˈfɪəri **beneficjent**
¹³⁶ **confidence** ˈkɒnfɪdəns **przekonanie**
¹³⁷ **predictable** ˈprɪdɪkəbl **przewidywalny**
¹³⁸ **calm** kɑːm **spokojny**
¹³⁹ **outcome** ˈaʊtkʌm **wynik, rezultat**
¹⁴⁰ **supporter** səˈpɔːtə **zwolennik**
¹⁴¹ **justice** ˈdʒʌstɪs **wymiar sprawiedliwości**
¹⁴² **civil society** ˈsɪvəl səˈsaɪəti **społeczeństwo obywatelskie**
¹⁴³ **to stress sth** tə stres ˈsʌmθɪŋ **podkreślać coś**
¹⁴⁴ **to have a point** tə hæv ə pɔɪnt **mieć rację**
¹⁴⁵ **the ends justifying the means** ðiː endz ˈdʒʌstɪfajɪŋ ðə miːnz **cel usprawiedliwia środki**
¹⁴⁶ **slippery slope** ˈslɪpəri sleɪp **równia pochyła**
¹⁴⁷ **to cherish sth** tə ˈtʃerɪʃ ˈsʌmθɪŋ **cenić sobie coś**
¹⁴⁸ **homicide** ˈhɒmɪsaɪd **zabójstwo**
¹⁴⁹ **extortion** ɪksˈtɔːʃən **wymuszenie**
¹⁵⁰ **credible** ˈkredəbl **wiarygodny**
¹⁵¹ **prosecution** ,prɒsiːˈkjuːʃən **postępowanie karne**
¹⁵² **capacity** kəˈpæsəti **tu: moc**
¹⁵³ **dispute** dɪsˈpjuːt **spór**
¹⁵⁴ **scientist** ˈsaɪəntɪst **naukowiec**
¹⁵⁵ **by loyalty** baɪ ˈlɔɪəlti **z wyboru**
¹⁵⁶ **community** kəˈmjuːnəti **środowisko**
¹⁵⁷ **lasting legacy** ˈlɑːstɪŋ ˈlegəsi **trwała spuścizna**
¹⁵⁸ **to bring sth down** tə brɪŋ ˈsʌmθɪŋ daʊn **obniżać coś**
¹⁵⁹ **to channel** tə ˈtʃænl **kierować**
¹⁶⁰ **resilient** rɪˈzɪliənt **odporny, wytrzymały**
¹⁶¹ **omnipresent** ˈɒmniˈprezənt **wszechobecny**
¹⁶² **Sword of Damocles** sɔːd ɒv ˈdæməkliːz **miecz Damoklesa**
¹⁶³ **blend** blend **połączenie**
¹⁶⁴ **rarely** ˈreəli **rzadko**
¹⁶⁵ **prosperity** ˈprɒsˈperəti **dobrobyt**

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E. Wedel: Sweet and Strong



by Paul Martin from
www.go-native.pl

In Poland, few brands are as **cherished**¹ as E. Wedel. **Founded**² in 1851 by Karol Wedel, this Warsaw-based **chocolatier**³ has **delighted**⁴ generations with its **signature**⁵ sweets, but has also **weathered**⁶ some of the most **turbulent**⁷ chapters in European history. **Paul Martin** **finds out**⁸ how the company has **endured**⁹ and adapted.

- ¹ cherished 'tʃerɪʃt ulubiony, ukochany
- ² to found sth tə faʊnd 'sʌmθɪŋ zakładać coś
- ³ chocolatier ˌʃɒk(ə)lə'tɪə producent czekolady
- ⁴ to delight sb tə dɪ'laɪt 'sʌmbədi zachwycać kogoś
- ⁵ signature 'sɪɡnɪtʃə popisowy
- ⁶ to weather sth tə 'weðə 'sʌmθɪŋ przetrzymać coś
- ⁷ turbulent ˈtɜːbjələnt burzliwy
- ⁸ to find out sth tə faɪnd aʊt 'sʌmθɪŋ dowiadywać się czegoś
- ⁹ to endure sth tə ɪn'dʒə 'sʌmθɪŋ przetrwać coś

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FEW BRANDS ARE
AS CHERISHED
AS E. WEDEL.

A WORD WORTH REMEMBERING

upheaval
/ʌp'hi:vəl/
wstrząs, przewrót



Decorating a Wedel wafer cake

Survivor¹⁰

Founded in 1851 by German **confectioner**¹¹ Karol Wedel, E. Wedel began as a small Warsaw chocolate shop serving rich **drinking chocolate**¹² and medicinal sweets. Under his son Emil's **leadership**¹³, the company **expanded**¹⁴ rapidly, relocating to a **flagship**¹⁵ factory and store on Szpitalna Street. Emil's personal **signature**¹⁶, still found on Wedel **packaging**¹⁷ today, became a **hallmark of authenticity**¹⁸, and by the early 20th century Wedel had grown into a prestigious family-run business celebrated for its **artisanal**¹⁹ products and elegant branding.

The **interwar years**²⁰ marked a golden era, under Emil's son, Jan. In the 1930s, Jan built a **state-of-the-art**²¹ factory in Warsaw's Praga **district**²² and **launched**²³ Ptasię Mleczko – a **fluffy**²⁴, chocolate-covered **marshmallow**²⁵ **treat**²⁶ that remains a national favourite. He also **pioneered**²⁷

progressive **labour practices**²⁸, offering employees **childcare**²⁹, **healthcare**³⁰ and housing loans. Wedel trucks and **advertisements**³¹ became **familiar sights**³² in Polish cities, and the brand expanded internationally, with shops in London and Paris.

World War II and the communist period brought **immense**³³ **upheaval**³⁴. The Wedel factory was badly damaged during the **Warsaw Uprising**³⁵, and, though Jan rebuilt it, the business was nationalised in 1949. Attempts to **erase**³⁶ the Wedel brand were quickly **reversed**³⁷ when **authorities**³⁸ realised its export value, with the name and signature logo being quietly **restored**³⁹. The company continued as a **state-run enterprise**⁴⁰, producing **beloved**⁴¹ classics that offered a taste of **continuity**⁴² and comfort during turbulent decades.

¹⁰ survivor sə'vaɪvə ocalały

¹¹ confectioner kən'fekʃənə cukiernik

Outward-facing⁴³

The **fall of communism**⁴⁴ in 1989 **triggered**⁴⁵ a wave of **reprivatisation**. **Eager**⁴⁶

¹² drinking chocolate 'drɪŋkɪŋ 'tʃɒkəlɪt gorąca czekolada

¹³ leadership 'liːdəʃɪp kierownictwo

¹⁴ to expand tə ɪks'pænd rozwijać się

¹⁵ flagship 'flæɡʃɪp wizytówka firmy, sztandarowy produkt

¹⁶ signature 'sɪɡnɪtʃə podpis

¹⁷ packaging 'pækɪdʒɪŋ opakowanie

¹⁸ hallmark of authenticity 'hɔːlmaːk əv ˌɔːθən'tɪsəti znak rozpoznawczy autentyczności

¹⁹ artisanal ɑː'tɪzənəl rzemieślniczy

²⁰ interwar years ˌɪntə'wɔː(r) jɪəz dwudziestolecie międzywojenne

²¹ state-of-the-art ˌsteɪt əv ðɪ 'ɑːt nowoczesny

²² district 'dɪstrɪkt dzielnica

²³ to launch sth tə lɔːntʃ 'sɒmθɪŋ wprowadzić coś na rynek

²⁴ fluffy 'flʌfi puszysty

²⁵ marshmallow 'mɑːʃmələʊ pianka cukrowa

²⁶ treat tri:t smakołyk

²⁷ to pioneer sth tə ˌpaɪə'niə 'sɒmθɪŋ wprowadzać, zapoczątkowywać coś

²⁸ labour practices 'leɪbə 'præktɪsɪz warunki pracy

²⁹ childcare 'tʃaɪldkeə(r) opieka przedszkolna

³⁰ healthcare 'helθ keə(r) opieka medyczna

³¹ advertisement əd'vɜːtɪsmənt reklama

³² familiar sight fə'mɪljə saɪt znajomy widok

³³ immense i'mens ogromny

³⁴ upheaval ʌp'hiːvəl wstrząs, przewrót

³⁵ Warsaw Uprising 'wɔːsɔː ʌp'raɪzɪŋ powstanie warszawskie

³⁶ to erase sth tə ɪ'reɪz 'sɒmθɪŋ zlikwidować coś

³⁷ to reverse sth tə rɪ'vɜːs 'sɒmθɪŋ cofać coś

³⁸ authorities ɔː'θɔːrɪtɪz władze

³⁹ to restore sth tə rɪ'stɔː 'sɒmθɪŋ przywrócić coś

⁴⁰ state-run enterprise steɪt rʌn 'entəpraɪz państwowe przedsiębiorstwo

⁴¹ beloved brɪ'ləvd ukochany

⁴² continuity ˌkɒntɪ'njuːɪti ciągłość

⁴³ outward-facing ˌaʊtwaɪd 'feɪsɪŋ transparentny

⁴⁴ fall of communism fɔːl əv 'kɒmjʊnɪzəm upadek komunizmu

⁴⁵ to trigger sth tə 'trɪɡə 'sɒmθɪŋ wywołać, rozpocząć coś

for foreign capital and modern know-how⁴⁷, the Polish government⁴⁸ sold Wedel to PepsiCo in 1991, who set about⁴⁹ introducing modern marketing and production standards. Revenues⁵⁰ soared⁵¹, and by 1995 Wedel was posting⁵² over USD 200 mln in annual⁵³ sales – a sharp rise⁵⁴ from the estimated⁵⁵ USD 50–60 mln in the final years of state control.

PepsiCo's strategy focused on scaling⁵⁶ the brand beyond Poland. Around ten percent of Wedel's products were being exported by the late 1990s, mainly to Polish communities⁵⁷ abroad, and it was this early push that laid the groundwork for⁵⁸ Wedel's transition⁵⁹ from a legacy⁶⁰ brand into a more outward-facing business.

In 1999, British confectioner Cadbury acquired⁶¹ the business, modernising Wedel's production facilities⁶² and expanding research and development⁶³. Investment flowed into its flagship Warsaw factory, including upgrades⁶⁴ to the production line for *Ptasie Mleczko*. Wedel also became part of Cadbury's global network, benefiting from⁶⁵ supply chain⁶⁶ efficiencies and multinational⁶⁷ management techniques. But the partnership⁶⁸ would be short-lived. In 2010, US monolith⁶⁹ Kraft Foods' takeover⁷⁰ of Cadbury prompted⁷¹ a competition probe⁷² by the European Commission, which ruled⁷³ that Wedel must be sold off to maintain fair market competition⁷⁴.

South Korea's Lotte Group, one of Asia's largest food conglomerates, emerged⁷⁵ as the unexpected⁷⁶ buyer. The acquisition marked Lotte's first European confectionery investment. Though surprising to some industry watchers⁷⁷, the partnership has proven to be transformative.

Major Investment

Lotte brought deep pockets⁷⁸ and global ambition. Sizeable⁷⁹ investment of around

⁴⁶ eager 'i:gə chętny

⁴⁷ know-how 'nəʊhaʊ wiedza specjalistyczna, know-how

⁴⁸ government 'gʌvənmənt rząd

⁴⁹ to set about doing sth tə set ə'baʊt 'du:ɪŋ

'sʌmθɪŋ zabrać się do czegoś, rozpocząć coś

⁵⁰ revenues 'revənju:z przychody

⁵¹ to soar tə so: rosnać

⁵² to post sth tə pəʊst 'sʌmθɪŋ ogłaszać coś

⁵³ annual 'ænjʊəl roczny

⁵⁴ sharp rise ʃə:p raɪz gwałtowny wzrost

⁵⁵ estimated 'estɪmeɪtɪd szacowany

⁵⁶ to scale sth tə skeɪl 'sʌmθɪŋ skalować coś

⁵⁷ community kə'mju:nəti społeczność

⁵⁸ to lay the groundwork for sth tə leɪ ðə 'graʊndwɜ:k fə 'sʌmθɪŋ położyć fundamenty pod coś

⁵⁹ transition træn'sɪʃən przemiana, przejście

⁶⁰ legacy 'legəsi dziedzictwo

⁶¹ to acquire sth tə ə'kwəɪə 'sʌmθɪŋ nabywać coś

⁶² production facilities prə'dʌkʃən fə'sɪlɪtɪz zakłady produkcyjne

⁶³ research and development rɪ'sɜ:tɪf ænd dɪ'veləpmənt dział badań i rozwoju

⁶⁴ upgrade 'ʌp'ɡreɪd unowocześnienie

⁶⁵ to benefit from sth tə 'benɪfɪt frəm 'sʌmθɪŋ czerpać korzyści z czegoś

⁶⁶ supply chain sə'plaɪ tʃeɪn łańcuch dostaw

⁶⁷ multinational 'mʌltɪ'næʃənəl międzynarodowy

⁶⁸ partnership 'pɑ:tənʃɪp współpraca

⁶⁹ monolith 'mɒnəlɪθ gigant

⁷⁰ takeover 'teɪkəʊvə przejęcie

⁷¹ to prompt sth tə prɒmpt 'sʌmθɪŋ

doprowadzać do czegoś

⁷² competition probe ,kɒmpɪ'tɪʃən prəʊb dochodzenie antymonopolowe

⁷³ to rule tə ru:l zdecydować

⁷⁴ market competition 'mɑ:kɪt ,kɒmpɪ'tɪʃən konkurencja rynkowa

⁷⁵ to emerge tə ɪ'mɜ:dʒ pojawiać się

⁷⁶ unexpected 'ʌnɪks'pektɪd niespodziewany

⁷⁷ watcher 'wɒtʃə obserwator

⁷⁸ deep pockets di:p 'pɒkɪts duże nakłady finansowe

EMIL WEDEL'S SIGNATURE BECAME A HALLMARK OF AUTHENTICITY – AND STILL APPEARS ON THE PACKAGING TODAY.



E. Wedel factory – Speciality Chocolate Workshop



Szpitalna 8

PLN 300 mln has expanded Wedel's Warsaw **site**⁸⁰ with more new labs and R&D facilities, new production lines and expanded **warehouse space**⁸¹, increasing **capacity**⁸² to meet **domestic**⁸³ and international **demand**⁸⁴. Additionally, the creation of a dedicated chocolate **research centre**⁸⁵ has also allowed Wedel to **fast-track**⁸⁶ product development.

Wedel's international **presence**⁸⁷ has expanded **considerably**⁸⁸ under Lotte. Once mainly serving Polish **expats**⁸⁹ abroad, Wedel is now **eyeing**⁹⁰ mainstream consumers in Western Europe, Asia and beyond. Its treats are increasingly found in **overseas**⁹¹ supermarkets and are now **stocked**⁹² in around 60 countries. Export sales multiplied **tenfold**⁹³ in 15 years, rising from around PLN 10 mln in the mid-2000s to PLN 100 mln. The company now aims to bring export figures closer to 20 percent of total revenue.

Poland remains the brand's **home base**⁹⁴. Wedel is one of the top three chocolate producers in the country, with its overall **market share**⁹⁵ ranking alongside that of Mondelez (maker of Milka) and Ferrero. Together, these three companies **account for**⁹⁶ approximately 50 percent of Poland's chocolate market by value. It **commands**⁹⁷ a serious proportion of sales of pralines

(21.9 percent market share) and dominates marshmallow **confections**⁹⁸. *Ptasie Mleczko* commands nearly 60 percent of its segment, while its classic dark **chocolate bars**⁹⁹ remain national bestsellers. In 2022, Wedel reported PLN 887 mln in revenue, up from PLN 785 mln the year prior.

A Rich Blend¹⁰⁰

Wedel remains **anchored**¹⁰¹ in tradition, with its logo, packaging, and even its recipes **evoking**¹⁰² its **pre-war**¹⁰³ past. The company has long **emphasised**¹⁰⁴ its 170-year **heritage**¹⁰⁵, and in 2020, revived its pre-war logo and **imagery**¹⁰⁶, bringing back

⁷⁹ sizeable 'saɪzəbl̩ pokaŋny

⁸⁰ site 'saɪt zakład

⁸¹ warehouse space 'weəhaʊs speɪs przestrzeń magazynowa

**PTASIE MLECZKO
COMMANDS
NEARLY 60 PERCENT
OF ITS SEGMENT.**

- ⁸² capacity 'kə'pæsɪti zdolność produkcyjna
- ⁸³ domestic 'dəʊ'mestɪk krajowy
- ⁸⁴ demand 'dɪ'mɑːnd popyt, zapotrzebowanie
- ⁸⁵ research centre 'riːsɜːtʃ 'sentə centrum badawcze
- ⁸⁶ to fast-track sth tə 'fɑːst træk 'sʌmθɪŋ przyspieszyć coś
- ⁸⁷ presence 'prezns obecność
- ⁸⁸ considerably 'kən'sɪdərəbli znacznie
- ⁸⁹ expat 'ekspæt emigrant
- ⁹⁰ to eye sb tʊ aɪ'sʌmbədi celować w kogoś
- ⁹¹ overseas 'əʊvə'siːz zagraniczny
- ⁹² stocked stɒkt dostępny
- ⁹³ tenfold 'tenfəʊld dziesięciokrotnie
- ⁹⁴ home base 'həʊm beɪs główna siedziba firmy, ojczyzna
- ⁹⁵ market share 'mɑːkɪt ʃeə udział w rynku
- ⁹⁶ to account for sth tʊ ə'kaʊnt fə 'sʌmθɪŋ stanowić część czegoś
- ⁹⁷ to command tə kə'mɑːnd 'sʌmθɪŋ posiadać, kontrolować, zajmować coś
- ⁹⁸ confections 'kən'fekʃnz słodycze
- ⁹⁹ chocolate bar 'tʃɒkəlɪt bɑː tabliczka czekolady
- ¹⁰⁰ blend blend mieszanka
- ¹⁰¹ anchored 'æŋkəd zakorzeniony
- ¹⁰² to evoke sth tʊ ɪ'vəʊk 'sʌmθɪŋ przywoływać coś
- ¹⁰³ pre-war 'pri:'wɔː przedwojenny
- ¹⁰⁴ to emphasise sth tʊ 'emfəsaɪz 'sʌmθɪŋ podkreślać coś
- ¹⁰⁵ heritage 'herɪtɪdʒ dziedzictwo

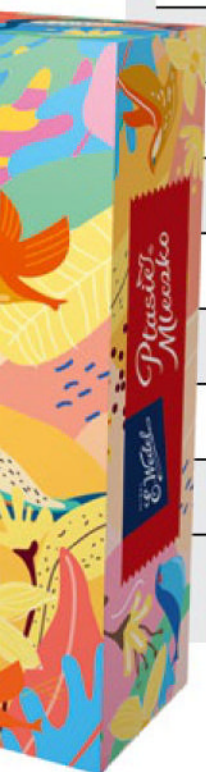


Chocolate Box

Check out these confectionary industry terms.

TERM	DEFINITION
Bonbon	A small chocolate sweet with a sugary or liquid centre.
Caramel	A soft, sticky sweet made by heating sugar and mixing it with cream or butter.
Chewing gum / Bubble gum	A flavoured, chewable sweet that doesn't dissolve. Bubble gum can be blown into bubbles.
Chocolate bar	A moulded chocolate product, often rectangular and segmented. May contain nuts, caramel, wafers, etc.
Chocolate coating	A layer of chocolate used to cover confections, biscuits or fruit.
Dragee	A sugar – or chocolate-coated nut or piece of fruit.
Filled bar	A chocolate bar with one or more layers of filling (e.g. nougat, caramel, cream).
Fudge	A soft, crumbly sweet made with sugar, milk and butter.
Ganache	A creamy mixture of chocolate and cream used as filling or coating.
Gummy	A soft, jelly-like sweet, often fruit-flavoured and shaped like bears, worms, etc.
Hard candy (UK: boiled sweet)	A sugar-based sweet that becomes hard when cooled.
Liquorice	A chewy sweet flavoured with the extract of the liquorice root.
Lollipop	A hard sweet on a stick, often fruit-flavoured.
Marshmallow	A soft, spongy confection made from gelatin, sugar and air.
Nougat	A chewy sweet made with sugar or honey, nuts and egg whites.
Praline	A filled chocolate, often with nut or cream-based filling. Also refers to ground caramelised nuts used in chocolate making.
Toffee	A chewy or hard sweet made from sugar and butter.
Truffle	A soft chocolate ball often coated in cocoa powder or chocolate. Typically has a ganache filling.

INFOBOX



Mural on a wall at the E. Wedel factory



iconic **visuals**¹⁰⁷ like its 1920s “boy on a zebra” graphic and **vintage**¹⁰⁸ Wedel **script**¹⁰⁹, which now appear on modern chocolate bar **wrappers**¹¹⁰. The Torcik Wedlowski **wafer cake**¹¹¹ is still made with the same recipe it was **prior to**¹¹² WWII, and is sold in a 1936-style box, just as Wedel’s pre-war exports to Paris and London once were.

But it’s no **museum piece**¹¹³. Younger consumers now snack on Wedel bars, drink Wedel-branded hot chocolate in its chain of cafes, or visit the chocolate museum it opened in 2024; a **full-blown**¹¹⁴ immersive experience designed like a giant chocolate bar. Its *Pijalnie Czekolady* cafes have **popped up**¹¹⁵ across the country, blending pre-war cafe **ambience**¹¹⁶ with modern **menu items**¹¹⁷.

Innovation is central to Wedel’s strategy. Its R&D department has launched snack-sized bars, seasonal flavours, and limited editions that **reflect**¹¹⁸ shifting consumer tastes. **Managing Director**¹¹⁹ Maciej Herman has stated that new products account for a significant portion of sales, especially among younger demographics eager to try “something they don’t know”. These newer **offerings**¹²⁰ sit comfortably alongside heritage favourites, **reinforcing**¹²¹ Wedel’s richly blended dual image of continuity and change.

The Road Ahead

Despite¹²² its strong position, Wedel faces a **range**¹²³ of **competitive pressures**¹²⁴. The confectionery market in Poland – as elsewhere – has been dealing with economic **headwinds**¹²⁵ that affect both producers and consumers.

One major issue is the **surge**¹²⁶ in **input costs**¹²⁷, with prices for key ingredients climbing **steeply**¹²⁸ in **recent times**¹²⁹; for example, global sugar prices **roughly**¹³⁰ doubled **over the course of**¹³¹ 2022, and **dairy products**¹³² and other inputs also saw significant inflation. Most notably, the cost of cocoa, the natural **lifeblood**¹³³ of chocolate makers, hit record highs in 2023, soaring from under GBP 2,000 per metric ton to well above GBP 5,000 within a year. These **spikes**¹³⁴ in **raw material**¹³⁵

costs, along with higher energy prices, have **squeezed**¹³⁶ **profit margins**¹³⁷ for all chocolate **manufacturers**¹³⁸, and Wedel has not been **immune**¹³⁹, with the company having to **consider**¹⁴⁰ price increases to **offset**¹⁴¹ expenses.

Competition in Poland’s confectionery market remains **fierce**¹⁴². Global players like Mondelez (Milka, Cadbury) and Ferrero (Kinder, Ferrero Rocher) **vie for**¹⁴³ consumers alongside domestic rivals such as Wawel and Colian (Goplana). At the same time, discount supermarket chains like Biedronka and Lidl have triggered a **price war**¹⁴⁴, selling branded chocolates at ultra-low prices to **draw in**¹⁴⁵ shoppers. Wedel’s **management**¹⁴⁶ warns this trend risks **eroding**¹⁴⁷ premium brand **perceptions**¹⁴⁸, as constant discounting may **undermine**¹⁴⁹ the value of its heritage and **quality**¹⁵⁰.

Still, Wedel has history on its side and few brands enjoy such emotional capital. For a company that has survived war, occupation, communism, nationalisation and capitalism, the next challenge is simple **by comparison**¹⁵¹: remaining the **go-to**¹⁵² name in Polish chocolate while quietly going global. ■

¹⁰⁶ **imagery** 'imɪdʒəri **tu**: wizerunek

¹⁰⁷ **visuals** 'vɪʒʊəlz **grafiki**

¹⁰⁸ **vintage** 'vɪntɪdʒ **klasyczny**

¹⁰⁹ **script** skɪpt **zapis**

¹¹⁰ **wrapper** 'ræpə **opakowanie**

¹¹¹ **wafer cake** 'weɪfə keɪk **tort wafłowy**

¹¹² **prior to sth** 'praɪə tə 'sʌmθɪŋ **przed czymś**

¹¹³ **museum piece** mjuː'ziəm piːs **okaz muzealny**

¹¹⁴ **full-blown** 'fʊl'bləʊn **tu**: pełnowymiarowy

¹¹⁵ **to pop up** tə pɒp ʌp **pojawiać się**

¹¹⁶ **ambience** 'æmbɪəns **atmosfera**

¹¹⁷ **menu item** 'menjuː 'aɪtəm **pozycja w menu**

¹¹⁸ **to reflect** tə rɪ'flekt **być wynikiem**

¹¹⁹ **Managing Director** 'mænɪdʒɪŋ dɪ'rektə **dyrektor zarządzający**

¹²⁰ **offering** 'ɒfərɪŋ **produkt**

¹²¹ **to reinforce sth** tə rɪˌɪn'fɔːs 'sʌmθɪŋ **wzmacniać coś**

¹²² **despite sth** dɪs'paɪt 'sʌmθɪŋ **pomimo czegoś**

¹²³ **range** reɪndʒ **tu**: wiele rodzajów

¹²⁴ **competitive pressure** kəm'petɪtɪv 'preʃə **presja ze strony konkurencji**

¹²⁵ **headwind** 'hedwɪnd **trudność**

¹²⁶ **surge** sɜːdʒ **wzrost**

¹²⁷ **input costs** 'ɪnpʊt kɒsts **koszty produkcji**

¹²⁸ **steeply** 'stiːpli **gwałtownie**

¹²⁹ **in recent times** ɪn 'riːsnt taɪmz **w ostatnim czasie**

¹³⁰ **roughly** 'rʌfli **z grubszą**

¹³¹ **over the course of** 'əʊvə ðə kɔːs ɒv **w ciągu, na przestrzeni**

¹³² **dairy products** 'deəri 'prɒdʌkts **przetwory mleczne**

¹³³ **lifeblood** 'laɪfbʌd **fundament**

¹³⁴ **spike** spaɪk **nagły wzrost**

¹³⁵ **raw material** rɔː m'eɪ'tɪəriəl **surowiec**

¹³⁶ **to squeeze sth** tə skuːwɪz 'sʌmθɪŋ **tu**: zmniejszyć coś

¹³⁷ **profit margin** 'prɒfɪt 'mɑːdʒɪn **marża**

¹³⁸ **manufacturer** 'mænjuːfæktʃərə **producent**

¹³⁹ **immune** ɪ'mjuːn **odporny, wolny**

¹⁴⁰ **to consider sth** tə kən'sɪdə 'sʌmθɪŋ **rozważać coś, brać coś pod uwagę**

¹⁴¹ **to offset sth** tə 'ɒfset 'sʌmθɪŋ **zrównoważyć coś**

¹⁴² **fierce** fɪəs **zażarty, zacięty**

¹⁴³ **to vie for** tə vaɪ fə **rywalizować**

¹⁴⁴ **price war** praɪs wɔː **wojna cenowa**

¹⁴⁵ **to draw in sb** tə drɔː ɪn 'sʌmbədi **przyciągnąć kogoś**

¹⁴⁶ **management** 'mænɪdʒmənt **zarząd**

¹⁴⁷ **eroding** ɪ'rəʊdɪŋ **podkopywanie**

¹⁴⁸ **perception** pə'sepʃən **postrzeganie**

¹⁴⁹ **to undermine sth** tə ʌndə'maɪn 'sʌmθɪŋ **podkopywać coś**

¹⁵⁰ **quality** 'kwɒlɪti **jakość**

¹⁵¹ **by comparison** baɪ kəm'pærɪsn **w porównaniu**

¹⁵² **go-to** 'ɡəʊ tuː **sprawdzony**



Jan Wedel's historic office

Magical Mexico

Hot, **stunning**¹, colourful, historic, fascinating, **troubled**² – there are not enough **adjectives**³ to describe this **diverse**⁴ and **vibrant**⁵ country, but we'll have a go.

- ¹ **stunning** 'stʌnɪŋ zachwycający
² **troubled** 'trʌblɪd przeżywający trudności
³ **adjective** 'ædʒektɪv przymiotnik
⁴ **diverse** daɪ'vɜːs zróżnicowany
⁵ **vibrant** 'vaɪbrənt dynamiczny

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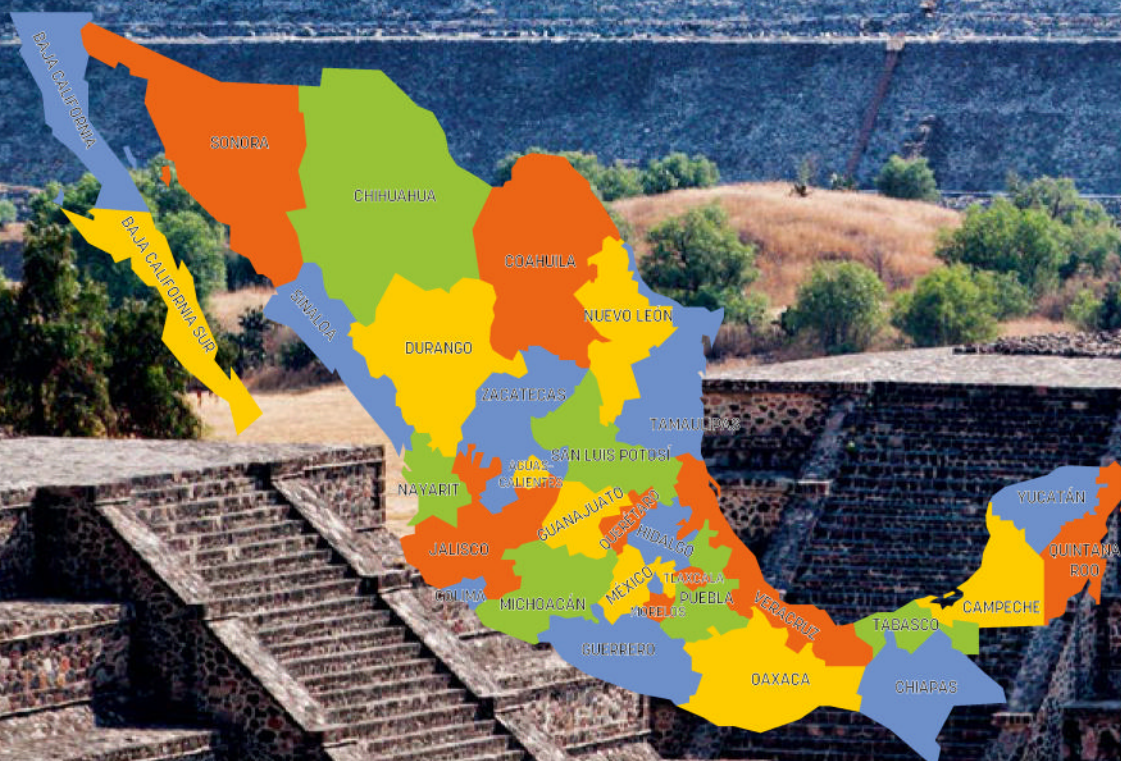
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Mexico is a country of **remarkable**⁶ contrasts, **stretching across**⁷ a **vast area**⁸ of North America and bridging cultures, **landscapes**⁹ and histories. It shares its northern **border**¹⁰ with the United States, and Guatemala and Belize to the south. Its western **shores**¹¹ are washed by the Pacific Ocean, while the Gulf of Mexico and the

Caribbean Sea **shape**¹² its eastern **coastline**¹³. With a land area of nearly two million km², Mexico is the 14th largest country in the world, and its diverse geography makes it one of the most **varied**¹⁴.

The country is dominated by the **highland**¹⁵ Mexican Plateau, which dominates much of its **interior**¹⁶. This plateau is **flanked by**¹⁷ the Sierra Madre Occidental in the west, and the Sierra Madre Oriental in the east, which form part of the greater American Cordillera that runs the length of the continent. The Sierra Madre del Sur, in the south, adds further **elevation**¹⁸, and the

central volcanic belt contains some of the highest **peaks**¹⁹, including Pico de Orizaba, which is the tallest mountain in Mexico at over 5,600 metres.

Mexico's varied landscapes include desert regions in the north, **tropical rainforests**²⁰ in the south, **fertile**²¹ **valleys**²² and **extensive**²³ coastlines. This geographical **richness**²⁴ contributes to a **wide range**²⁵ of climates, from **arid**²⁶ **conditions**²⁷ in

⁶ remarkable rɪ'mɑ:kəbl niezwykły

⁷ to stretch across X tə streɪtʃ ə'kros eks rozciągać się na X

⁸ vast area va:st 'eəriə rozległy obszar

⁹ landscape 'lændskeɪp krajobraz

¹⁰ border 'bɔ:də granica

¹¹ shore ʃɔ: brzeg

¹² to shape sth tə ʃeɪp 'sʌmθɪŋ kształtować coś

¹³ coastline 'kəʊstlaɪn wybrzeże

¹⁴ varied 'veəriəd różnorodny

¹⁵ highland 'haɪlənd wyżyna

¹⁶ interior ɪn'tɪəriə wewnętrzna część kraju

¹⁷ flanked by sth flæŋkt baɪ 'sʌmθɪŋ otoczony czymś

¹⁸ elevation ,elɪ'veɪʃən wysokość (nad poziomem morza)

¹⁹ peak pi:k szczyt

²⁰ tropical rainforest 'trɒpɪkəl 'reɪnfɒrɛst wilgotny las równikowy

²¹ fertile 'fɜ:təɪl żyzny, urodzajny

²² valley 'væli dolina

²³ extensive ɪks'tensɪv rozległy

²⁴ richness 'rɪtʃnəs bogactwo

²⁵ wide range waɪd reɪndʒ szeroki zakres

²⁶ arid 'æɪrɪd suchy

²⁷ conditions kən'dɪʃnz warunki (tu: pogodowe)

A WORD WORTH REMEMBERING

healthcare
/'helθ keə(r)/
opieka zdrowotna

MEXICO'S VARIED LANDSCAPES INCLUDE DESERT REGIONS IN THE NORTH, TROPICAL RAINFORESTS IN THE SOUTH, FERTILE VALLEYS AND EXTENSIVE COASTLINES.

states such as Chihuahua and Sonora, to **humid**²⁸ tropical weather in Chiapas and the Yucatán Peninsula. Such diversity has shaped not only the country's **agriculture**²⁹ and **settlement patterns**³⁰, but also its cultural and ecological variety, making Mexico a nation of great regional **distinctions**³¹.

With over 125 million **inhabitants**³², Mexico is the most **populous**³³ Spanish-speaking country in the world and the second most populous in Latin America after Brazil. Not surprisingly, this proud **nation**³⁴ has produced talented people who have made their mark on the **world stage**³⁵. (See Notable Mexicans).

Many Mexicans identify as **mestizo**³⁶ (of mixed **indigenous**³⁷ and European **descent**³⁸), though **sizeable**³⁹ indigenous **communities**⁴⁰ remain, **preserving**⁴¹ **distinct**⁴² languages, **customs**⁴³ and traditions. More than 60 **recognised**⁴⁴ indigenous groups live across the country, with the Nahuatl, Maya, Zapotec and Mixtec among the most **prominent**⁴⁵. Spanish is the official language, but more than 60 indigenous languages are still spoken, particularly in **rural areas**⁴⁶.

Mexico's population is young by global standards, with a **median age**⁴⁷ in the late twenties, although there is a **gradual**⁴⁸ shift towards an ageing **society**⁴⁹ as **healthcare**⁵⁰ and **life expectancy**⁵¹ improve. The **majority**⁵² live in **urban areas**⁵³, with Mexico City, the **capital**⁵⁴, ranking among the largest

metropolitan areas in the world at more than 20 million people. Other major urban centres include Guadalajara, Monterrey and Puebla. Yet, despite rapid urbanisation, rural traditions and **identities**⁵⁵ remain strong across much of the country.

Religion is deeply **woven into**⁵⁶ Mexican society. **Overwhelmingly**⁵⁷ Christian, Roman Catholicism has been the dominant **faith**⁵⁸ since its **introduction**⁵⁹ by Spanish colonisers in the 16th century. Religious festivals, rituals and traditions play a central role in everyday life, from the **nationwide**⁶⁰ **celebrations**⁶¹ of Día de los Muertos to the **pilgrimages**⁶² to the Basilica of Our Lady of Guadalupe, a **significant**⁶³ Catholic **shrine**⁶⁴ and pilgrimage **destination**⁶⁵. Religion has **influenced**⁶⁶ politics, education and **social norms**⁶⁷, and continues to shape Mexico's **cultural identity**⁶⁸.

Millions of Mexicans live **abroad**⁶⁹, the **vast majority**⁷⁰ in the United States, making Mexico one of the world's largest **sources**⁷¹ of emigrants. Economic **opportunity**⁷², **family ties**⁷³ and the search for better living standards have driven this movement for decades. At the same time, migration has created **tensions**⁷⁴, particularly concerning **illegal entry**⁷⁵ into the United States. Despite **strengthened**⁷⁶ **border controls**⁷⁷ and complex political debate, large numbers of Mexicans have crossed the border without official documentation, seeking **employment**⁷⁸ in agriculture, construction and **services**⁷⁹. **In recent years**⁸⁰, the **flow**⁸¹ has slowed, compared with its peak in the late 20th century, but migration remains a significant **issue**⁸² shaping relations between the two countries. **Remittances**⁸³ sent

²⁸ humid 'hju:mɪd wilgotny

²⁹ agriculture 'ægrɪkʌltʃə rolnictwo

³⁰ settlement pattern 'setlmənt 'pætən typ osadnictwa

³¹ distinction dɪs'tɪŋkʃən różnica

³² inhabitant ɪn'hæbɪtənt mieszkanię

³³ populous 'pɒpjələs ludny, gęsto zaludniony

³⁴ nation 'neɪʃən naród

³⁵ world stage wɜ:l'd steɪdʒ scena światowa

³⁶ mestizo mes'ti:zə Metys

³⁷ indigenous ɪn'dɪdʒɪnəs rdzenny

³⁸ of X descent ɒv eks dɪ'sent pochodzenia X

³⁹ sizeable 'saɪzəbl spory

⁴⁰ community kə'mju:nəti społeczność

⁴¹ to preserve sth tə prɪ'zɜ:v 'sʌmθɪŋ

kultywować, zachowywać coś

⁴² distinct dɪs'tɪŋkt odrębny

⁴³ custom 'kʌstəm zwyczaj

⁴⁴ recognised 'rekəɡnaɪzd rozpoznany, uznany

⁴⁵ prominent 'prɒmɪnənt znaczący

⁴⁶ rural area 'rʊərəl 'eəriə obszar wiejski

⁴⁷ median age 'mi:djən eɪdʒ mediana wieku

⁴⁸ gradual 'ɡrædʒʊəl stopniowy

⁴⁹ society sə'saɪəti społeczeństwo

⁵⁰ healthcare 'helθ keə(r) opieka zdrowotna

⁵¹ life expectancy laɪf ɪks'pektənsɪ oczekiwana

długość trwania życia

⁵² majority mə'dʒɔrəti większość

⁵³ urban area 'ɜ:bən 'eəriə obszar miejski

⁵⁴ capital 'kæpɪtəl stolica

⁵⁵ identity aɪ'dentəti tożsamość

⁵⁶ woven into sth 'di:plɪ 'wəʊvən wpleciony

w coś, powiązany z czymś

⁵⁷ overwhelmingly ˌəʊvə'welmɪŋli przytłaczająco

⁵⁸ faith feɪθ wiara

⁵⁹ introduction ˌɪntrə'dʌkʃən wprowadzenie

⁶⁰ nationwide 'neɪʃənwaɪd ogólnokrajowy

⁶¹ celebration ˌselɪ'breɪʃən obchody,

świętowanie

⁶² pilgrimage 'pɪlɡrɪmɪdʒ pielgrzymka

⁶³ significant sɪɡ'nɪfɪkənt ważny

⁶⁴ shrine fraɪn sanktuarium

⁶⁵ destination ˌdestɪ'neɪʃən cel

⁶⁶ to influence sth tu 'ɪnfluəns 'sʌmθɪŋ wpływać,

oddziaływać na coś

⁶⁷ social norms 'səʊʃəl nɔ:mz normy społeczne

⁶⁸ cultural identity 'kʌltʃərəl aɪ'dentəti

tożsamość kulturowa

⁶⁹ abroad ə'brɔ:d za granicą

⁷⁰ vast majority va:st mə'dʒɔrəti zdecydowana większość

⁷¹ source sɔ:s źródło

⁷² opportunity ˌɒpə'tju:nəti szansa, możliwość

⁷³ family ties 'fæməli 'taɪz więzi rodzinne

⁷⁴ tension 'tenʃən napięcie

⁷⁵ illegal entry ɪ'li:ɡəl 'entri nielegalny wjazd

⁷⁶ strengthened 'streŋθənd wzmocniony

⁷⁷ border control 'bɔ:də kən'trəʊl kontrola graniczna

⁷⁸ employment ɪm'plɔɪmənt zatrudnienie

⁷⁹ services 'sɜ:vɪsɪz usługi

⁸⁰ in recent years ɪn 'ri:sənt jɪəz w ostatnich latach

⁸¹ flow fləʊ napływ

⁸² issue 'ɪʃu kwestia, sprawa

⁸³ remittance rɪ'mɪtəns przekaz pieniędzy

home by Mexicans abroad form a **vital part**⁸⁴ of the national economy, supporting millions of **households**⁸⁵ across the country.

People have lived in the region for thousands of years. The Olmecs **established**⁸⁶ one of the earliest organised societies around 1200 BC, **leaving behind**⁸⁷ colossal stone heads. Later came the Maya in the south and the Yucatán Peninsula, famed for their **achievements**⁸⁸ in astronomy, mathematics and architecture, producing monumental cities such as Chichen Itza and Palenque. In central Mexico, the city of Teotihuacan **rose to prominence**⁸⁹ between the first and seventh centuries AD, with its **enormous**⁹⁰ pyramids standing as **enduring**⁹¹ symbols of pre-Columbian civilisation.

By the fourteenth century, the Aztec Empire dominated central Mexico. From their capital at Tenochtitlan, on the site of present-day Mexico City, the Aztecs controlled much of the surrounding region through **military might**⁹², **tribute**⁹³, and an **elaborate**⁹⁴ social and religious system. Their empire was **at its height**⁹⁵ when Spanish conquistadors led by Hernán Cortés arrived in 1519. Within two years, the Aztec Empire fell, due largely to **superior**⁹⁶ weaponry, alliances with rival **tribes**⁹⁷, and **devastating**⁹⁸ epidemics brought by the Europeans.

Spanish **rule**⁹⁹ lasted for nearly three centuries, becoming a vital part of the Spanish Empire. Mexico was a source of **immense wealth**¹⁰⁰, through silver **mining**¹⁰¹ and agriculture, but colonial society was based on **inequality**¹⁰² and the **exploitation**¹⁰³ of indigenous peoples. Over time, **resentment**¹⁰⁴ grew, and in the early 19th century, **independence movements**¹⁰⁵ **spread across**¹⁰⁶ Latin America. In Mexico, the fight for independence began in 1810 with Father Miguel Hidalgo's **call to arms**¹⁰⁷,

⁸⁴ **vital part** 'vaɪtl pɔ:t **niezbędny składnik**

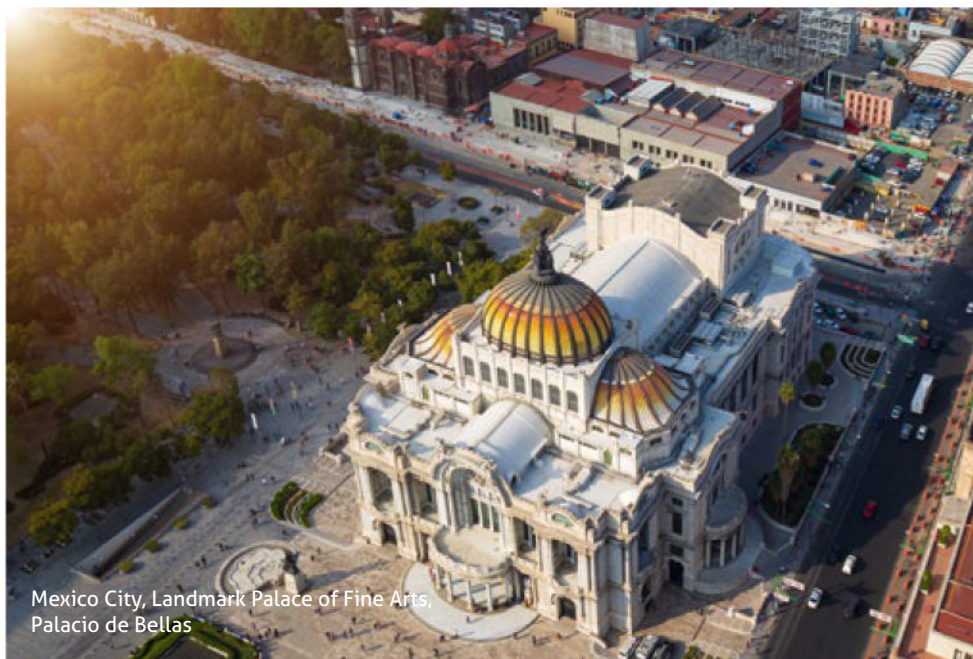
⁸⁵ **household** 'haʊshəʊld **gospodarstwo domowe**

⁸⁶ **to establish sth** tə ɪs'tæblɪʃ 'sʌmθɪŋ **zakładać coś**

⁸⁷ **to leave behind sth** tə li:v br'haɪnd 'sʌmθɪŋ **zostawić po sobie coś**

⁸⁸ **achievement** ə'tʃi:vmənt **osiągnięcie**

⁸⁹ **to rise to prominence** tə raɪz tə 'prɒmɪnəns



Mexico City, Landmark Palace of Fine Arts, Palacio de Bellas



Metropolitan Cathedral, Zocalo, Mexico City

zyskiwać na znaczeniu

⁹⁰ **enormous** ɪ'nɔ:məs **ogromny**

⁹¹ **enduring** ɪn'dʒʊərɪŋ **nieprzemijający, trwały**

⁹² **military might** 'mɪlɪtəri maɪt **siła militarna**

⁹³ **tribute** 'trɪbjʊ:t **trybut, danina**

⁹⁴ **elaborate** ɪ'læbəreɪt **złożony**

⁹⁵ **at its height** æt ɪts haɪt **u szczytu potęgi**

⁹⁶ **superior** sju:'piəriə **lepszy**

⁹⁷ **tribe** traɪb **plemie**

⁹⁸ **devastating** 'devæstetɪŋ **pustoszący**

⁹⁹ **rule** ru:l **rządy, panowanie**

¹⁰⁰ **immense wealth** ɪ'mens welθ **ogromne bogactwo**

¹⁰¹ **mining** 'maɪnɪŋ **wydobycie**

¹⁰² **inequality** ,ɪni:'kwɒləti **nierówność**

¹⁰³ **exploitation** ,eksplɔɪ'teɪʃən **wyzysk**

¹⁰⁴ **resentment** rɪ'zentmənt **gniew**

¹⁰⁵ **independence movement** ,ɪndɪ'pendəns 'mu:vmənt **ruch niepodległościowy**

¹⁰⁶ **to spread across** tə spred ə'krɒs **rozprzestrzeniać się po**

¹⁰⁷ **call to arms** kɔ:l tə ɑ:mz **wezwanie do walki**

Notable Mexicans



Frida Kahlo – painter, famed for **vivid**¹ self-portraits.



Octavio Paz – Nobel Prize-winning poet and **essayist**².



Carlos Santana – **world-renowned**³ guitarist blending rock and Latin rhythms.



Salma Hayek – internationally recognised actress and producer.



Guillermo del Toro, Alfonso Cuarón, and Alejandro G. Iñárritu – Oscar-winning **film directors**⁴.



Mario Molina – Nobel Prize-winning chemist for work on the **ozone layer**⁵.



Guillermo González Camarena – inventor of a colour television system.



Hugo Sánchez – legendary footballer, Real Madrid star.



Julio César Chávez – world champion boxer, national sports hero.

¹ **vivid** 'vɪvɪd sugestywny; jaskrawy

² **essayist** 'eseɪst eseista

³ **world-renowned** wɜːld rɪ'naʊnd światowej sławy

⁴ **film director** fɪlm dɪ'rektə reżyser filmowy

⁵ **ozone layer** 'əʊzəʊn 'leɪə warstwa ozonowa

INFOBOX

remembered as the “Grito de Dolores.” After a decade of conflict, Mexico finally achieved independence from Spain in 1821.

The years that followed were **turbulent**¹⁰⁸, with invasions and **territorial losses**¹⁰⁹, **most notably**¹¹⁰, the **ceding**¹¹¹ of vast northern lands to the United States after the Mexican-American War in 1848. The 19th century also **witnessed**¹¹² the **short-lived**¹¹³ **reign**¹¹⁴ of Emperor Maximilian, **imposed**¹¹⁵ by French forces, and the **eventual**¹¹⁶ **restoration**¹¹⁷ of the republic under Benito Juárez.

In the 20th century, the Mexican Revolution, beginning in 1910, reshaped the country. This decade-long conflict over land, democracy and **social justice**¹¹⁸ **toppled**¹¹⁹ the **long-standing**¹²⁰ **dictatorship**¹²¹ of Porfirio Díaz and **paved the way**¹²² for major reforms. A new constitution, **adopted**¹²³ in 1917, **established the foundations of**¹²⁴ modern Mexican political and social life, including **land redistribution**¹²⁵ and **workers' rights**¹²⁶. **Fast forward to the present**¹²⁷, and Mexico is a democratic federal republic **composed of**¹²⁸ 32 states.

Attractions

Mexico's rich history and diverse landscape make it an attractive destination for **history buffs**¹²⁹, **culture vultures**¹³⁰ and **sunworshippers**¹³¹ alike.

Magical Worlds

Across the country lie the **remains**¹³² of the civilisations that **flourished**¹³³ here. Perhaps the most famous site is Chichen Itza, located on the Yucatán Peninsula. This vast complex, dominated by the Temple of

Kukulcán with its **striking**¹³⁴ pyramid structure, was once a major centre of the Maya world and is

¹⁰⁸ **turbulent** 'tɜːbjələnt niespokojny, burzliwy

¹⁰⁹ **territorial loss** ,terɪ'tɔːriəl lɒs strata terytorialna

¹¹⁰ **most notably** məʊst 'nəʊtəblɪ szczególnie

¹¹¹ **ceding** 'siːdɪŋ cesja

¹¹² **to witness sth** tə 'wɪtnəs 'sʌmθɪŋ być świadkiem czegoś

¹¹³ **short-lived** 'ʃɔːt'lɪvd krótkotrwały

¹¹⁴ **reign** reɪn panowanie, rządy

¹¹⁵ **imposed** ɪm'pəʊzd narzucony

¹¹⁶ **eventual** ɪ'ventʃʊəl ostateczny

¹¹⁷ **restoration** ,resta'reɪʃən przywrócenie

¹¹⁸ **social justice** 'səʊʃəl 'dʒʌstɪs sprawiedliwość społeczna

¹¹⁹ **to topple** tə 'tɒpl obalać

¹²⁰ **long-standing** 'lɒŋ'stændɪŋ długotrwały

¹²¹ **dictatorship** dɪk'tetərɪʃp dyktatura

¹²² **to pave the way** tə peɪv ðə weɪ utarować drogę

¹²³ **to adopt** tə ə'dɒpt przyjąć

¹²⁴ **to establish the foundations of sth** tə ɪs'tæblɪʃ ðə faʊn'deɪʃənz

¹²⁵ **land redistribution** lænd 'riː,dɪstri'bjuːʃən redystrybucja

¹²⁶ **workers' rights** 'wɜːkəz raɪts prawa pracownicze

¹²⁷ **fast forward to the present** fɑːst 'fɔːwəd tə ðə 'prezənt przeskakując

¹²⁸ **composed of sth** kəm'pəʊzd do terazniejszości

¹²⁹ **history buff** 'hɪstəri bʌf pasjonat historii

¹³⁰ **culture vulture** 'kʌltʃə 'vʌltʃə miłośnik kultury

¹³¹ **sunworshipper** 'sʌn,wɜːʃɪpə plażowicz

¹³² **remains** rɪ'meɪnz pozostałości

¹³³ **to flourish** tə 'flaʊrɪʃ rozkwitać

¹³⁴ **striking** 'straɪkɪŋ imponujący, robiący wrażenie

today a UNESCO World Heritage Site. Equally impressive is Teotihuacan, north of Mexico City, known for its Avenue of the Dead, the Pyramid of the Sun, and the Pyramid of the Moon. At its height, (around 100–550 CE), Teotihuacan was one of the largest cities in the ancient world, **estimated**¹³⁵ at around 150,000 **inhabitants**¹³⁶.

Other **notable**¹³⁷ Maya sites include Palenque in Chiapas, set **amidst**¹³⁸ tropical jungle and **admired**¹³⁹ for its fine **carvings**¹⁴⁰ and temple structures, and Uxmal, with its **distinctive**¹⁴¹ oval-shaped Pyramid of the Magician. In Oaxaca, the **hilltop**¹⁴² ruins of Monte Albán demonstrate the **sophistication**¹⁴³ of the Zapotec civilisation, with panoramic views of the valley below.

Alongside its pre-Columbian sites, Mexico also **boasts**¹⁴⁴ **magnificent**¹⁴⁵ colonial cities that preserve the **legacy**¹⁴⁶ of Spanish rule. Towns such as San Miguel de Allende, Guanajuato and Puebla are admired for their **colourful**¹⁴⁷ streets, **ornate**¹⁴⁸ churches and historic **squares**¹⁴⁹. Each combines European architectural influence with Mexican culture, offering a striking contrast to the ancient ruins.

Mexico City is a destination in its own right, with the vast Zócalo Square, the Metropolitan Cathedral, and the National Palace, as well as world-class museums such as the National Museum of Anthropology. It is worth **allocating**¹⁵⁰ a few days of your visit to explore the **grand**¹⁵¹ capital.

Complementing its historical and cultural attractions, Mexico is equally famous for its beaches and **resort towns**¹⁵². With thousands of kilometres of coastline (See Mexico in numbers), the country offers a wide variety of **seaside**¹⁵³ destinations, from **bustling**¹⁵⁴ resorts to **secluded**¹⁵⁵ **bays**¹⁵⁶. On the Pacific coast, Acapulco has a long tradition as a **glamorous**¹⁵⁷ **retreat**¹⁵⁸, while Puerto Vallarta combines beaches with a **lively**¹⁵⁹ cultural scene. Further north, the Baja California Peninsula is home to

Cabo San Lucas and San José del Cabo, popular for their luxury resorts, sport fishing and **dramatic**¹⁶⁰ coastal **scenery**¹⁶¹.

On the Caribbean side of the country, the Riviera Maya is one of the country's most popular tourist regions. Stretching south from Cancún along the Yucatán Peninsula, it **dazzles**¹⁶² with white sandy beaches and **coral reefs**¹⁶³. Cancún is known for its **modern**¹⁶⁴ hotels and vibrant **nightlife**¹⁶⁵, while Playa del Carmen offers a more **chilled**¹⁶⁶ atmosphere. Close by is the island of Cozumel, famous among **divers**¹⁶⁷ for its crystal-clear waters and **extensive**¹⁶⁸ reefs.

The combination of beach life with nearby historical sites, such as the **cliff-top**¹⁶⁹ ruins of Tulum, makes the region especially attractive to international visitors, who can **appease**¹⁷⁰ their **guilt**¹⁷¹ in **lazy**¹⁷² beach days through a few cultural **excursions**¹⁷³.

Mexico's beaches are not only for relaxation, but also for **outdoor activities**¹⁷⁴. Snorkelling¹⁷⁵, diving, sailing and surfing are widely available, and the country's **biodiversity**¹⁷⁶ adds an extra **dimension**¹⁷⁷, from **whale watching**¹⁷⁸ off Baja California to exploring cenotes – natural **sinkholes**¹⁷⁹ filled with water – in Yucatán.

¹³⁹ admired **əd'maɪəd** podziwiany

¹⁴⁰ carving **'kɑ:vɪŋ** rzeźba

¹⁴¹ distinctive **dɪ'stɪŋktɪv** charakterystyczny, wyróżniający się

¹⁴² hilltop **'hɪltɒp** szczyt

¹⁴³ sophistication **sə,fɪ'stɪ'keɪʃən** finezja, wyrafinowanie

¹⁴⁴ to boast sth **tə bəʊst 'sʌmθɪŋ** szczycić się czymś

¹⁴⁵ magnificent **mæŋ'ɪfɪsənt** wspaniały

¹⁴⁶ legacy **'legəsi** dziedzictwo

¹⁴⁷ colourful **'kʌləfəl** kolorowy, barwny

¹⁴⁸ ornate **ɔ:'neɪt** bogato zdobiony

¹⁴⁹ square **skweə** plac

¹⁵⁰ to allocate sth **tə 'æləkeɪt 'sʌmθɪŋ** przeznaczać coś

¹⁵¹ grand **grænd** wielki

¹⁵² resort town **rɪ'zɔ:t taʊn** kurort

¹⁵³ seaside **'si:'saɪd**

nadmorski

¹⁵⁴ bustling **'bʌslɪŋ** tętniący życiem

¹⁵⁵ secluded **sɪ'klu:dɪd** ustronny, zaciszny

¹⁵⁶ bay **beɪ** zatoka

¹⁵⁷ glamorous **'glæməərəs** prestiżowy

¹⁵⁸ retreat **rɪ'tri:t tu:** ustronie

¹⁵⁹ lively **'laɪvli** tętniący życiem

¹⁶⁰ dramatic **dre'mætɪk** robiący wrażenie

¹⁶¹ scenery **'si:nəri** krajobraz

¹⁶² to dazzle **tə 'dæzl** oszalać

¹⁶³ coral reef **'kɒrəl ri:f** rafa koralowa

¹⁶⁴ modern **'mɒdən** nowoczesny

¹⁶⁵ nightlife **'naɪtlaɪf** życie nocne

¹⁶⁶ chilled **tʃɪld** spokojny

¹⁶⁷ diver **'daɪvə** nurek

¹⁶⁸ extensive **ɪks'tensɪv** rozległy

¹⁶⁹ cliff-top **'klɪftɒp** na klifie

¹⁷⁰ to appease sth **tə ə'pi:z 'sʌmθɪŋ** łagodzić coś

¹⁷¹ guilt **ɡɪlt** poczucie winy

¹⁷² lazy **'leɪzi** leniwy

¹⁷³ excursion **ɪks'kɜ:ʃən** wycieczka

¹⁷⁴ outdoor activities **'aʊtɔ:dər æk'tɪvɪtɪz**

aktywności na świeżym powietrzu

¹⁷⁵ snorkelling **'snɔ:kəlɪŋ** nurkowanie z rurką

¹⁷⁶ biodiversity **ˌbaɪəʊ'daɪ'vɜ:səti** bioróżnorodność

¹⁷⁷ dimension **dɪ'menʃən** wymiar

¹⁷⁸ whale watching **weɪl 'wɒtɪŋ** obserwowanie wielorybów

¹⁷⁹ sinkhole **'sɪŋkheɪl** lej zapadliskowy

¹³⁵ estimated **'estɪmeɪtɪd** szacowany

¹³⁶ inhabitant **ɪn'hæbɪtənt** mieszkaniec

¹³⁷ notable **'nəʊtəbl** godny uwagi

¹³⁸ amidst **ə'mɪdst** eks **pośród** X



CONJUNCTION CARNIVAL

Choose the correct subordinating conjunction to complete the sentences.

- Mexico is the most populous Spanish-speaking country in the world, _____ Brazil remains the largest country in Latin America by population.
A) because B) whereas C) if
- Visitors often combine ancient ruins with beach holidays, _____ the country offers such a variety of experiences.
A) although B) since C) because
- Religion has influenced politics, education and social norms, _____ it has been present in Mexican society for centuries.
A) while B) since C) whereas
- The Riviera Maya attracts millions of tourists each year, _____ hurricanes sometimes disrupt the region in the wet season.
A) although B) if C) because
- Spanish colonial rule lasted _____ Mexico achieved independence in 1821.
A) although B) until C) since
- _____ many travellers still find it fascinating, Mexico City is crowded and polluted.
A) if B) even though C) since
- The Aztec Empire was powerful, but it collapsed quickly _____ Hernán Cortés allied with rival tribes.
A) as B) whereas C) although
- Travellers can find cheaper flights via Madrid or Paris, _____ they are willing to connect through Europe.
A) while B) since C) if

BEM TEST

Answers: 1. B, 2. C, 3. B, 4. A, 5. B, 6. B, 7. A, 8. C

Beyond the coasts, Mexico's varied geography makes it a **superb**¹⁸⁰ destination for nature and adventure tourism. The Copper Canyon in Chihuahua, a **network**¹⁸¹ of vast **gorges**¹⁸² larger and deeper than the Grand Canyon in places, attracts **hikers**¹⁸³, climbers, and those who take the famous Chihuahua al Pacífico **railway**¹⁸⁴ journey through **brehtaking**¹⁸⁵ scenery. In central Mexico, the Nevado de Toluca and Pico de Orizaba mountains **provide**¹⁸⁶ **myriad**¹⁸⁷ opportunities for trekking and mountaineering, while the Sierra Madre **ranges**¹⁸⁸ offer

rugged¹⁸⁹ landscapes ideal for eco-tourism.

Forests and jungles in the south **host**¹⁹⁰ some of the country's greatest biodiversity. Visitors to Chiapas and the Lacandon Jungle **encounter**¹⁹¹ **waterfalls**¹⁹², tropical wildlife and **remote**¹⁹³ **archaeological sites**¹⁹⁴ hidden within **dense**¹⁹⁵ **vegetation**¹⁹⁶. The Yucatán Peninsula, as well as its ruins and beaches, **features**¹⁹⁷ extensive underground rivers and caves, popular among divers and **explorers**¹⁹⁸.

Mexico also provides unique natural spectacles. Between December and March,

millions of **monarch butterflies**¹⁹⁹ migrate to the **fir forests**²⁰⁰ of Michoacán, a phenomenon that draws tourists from around the world. Similarly, the winter months see **grey whales**²⁰¹ arrive along the Pacific coast, particularly near Baja California, where whale-watching excursions are among the **highlights**²⁰² of eco-tourism.

What makes Mexico particularly **appealing**²⁰³ is the ability to combine these experiences within a single trip. Visitors can explore ancient pyramids one day, hike through mountain landscapes the next, and finish their journey on a **sun-drenched**²⁰⁴ beach. Few destinations offer such a balance of cultural **depth**²⁰⁵, **natural wonder**²⁰⁶ and **leisure**²⁰⁷ opportunities.

¹⁸⁰ superb su:'p3:b doskonały

¹⁸¹ network 'netwɜ:k sieć

¹⁸² gorge ɡɔ:dʒ wąwóz

¹⁸³ hiker 'haɪkə wędrowiec

¹⁸⁴ railway 'reɪlweɪ kolejowy

¹⁸⁵ breathtaking 'breθ,teɪkɪŋ zapierający dech w piersiach

¹⁸⁶ to provide sth tə prə'vaɪd 'sʌmθɪŋ zapewniać coś, dostarczać czegoś

¹⁸⁷ myriad 'mɪrɪəd niezliczona ilość

¹⁸⁸ range reɪndʒ pasmo górskie

¹⁸⁹ rugged 'rʌɡɪd surowy

¹⁹⁰ to host sth tə həʊst 'sʌmθɪŋ gościć, zawierać coś

¹⁹¹ to encounter sth tə ɪn'kaʊntə 'sʌmθɪŋ napotykać coś

¹⁹² waterfall 'wɔ:təfɔ:l wodospad

¹⁹³ remote rɪ'məʊt odległy

¹⁹⁴ archaeological site ˌɑ:kɪə'lɒdʒɪkəl saɪt stanowisko archeologiczne

¹⁹⁵ dense dens gęsty

¹⁹⁶ vegetation ˌvedʒɪ'teɪʃən roślinność

¹⁹⁷ to feature tə 'fi:tʃə cechować się

¹⁹⁸ explorer ɪks'plɔ:rə odkrywca, badacz

¹⁹⁹ monarch butterfly 'mɒnək 'bʌtəflaɪ danaid wędrowny

²⁰⁰ fir forest fɜ: 'fɔ:st las jodłowy

²⁰¹ grey whale greɪ weɪł pływacz szary

²⁰² highlight 'haɪlaɪt główna atrakcja

²⁰³ appealing ə'pi:lɪŋ pociągający

²⁰⁴ sun-drenched 'sʌn drentʃt zalany słońcem

²⁰⁵ depth depθ głębia

²⁰⁶ natural wonder 'nætʃərəl 'wʌndə cud natury

²⁰⁷ leisure 'leɪzə wypoczynek

Monument to the Mexican Revolution



ALONGSIDE ITS PRE-COLUMBIAN SITES, MEXICO ALSO BOASTS MAGNIFICENT COLONIAL CITIES THAT PRESERVE THE LEGACY OF SPANISH RULE.

When to Go – How to Get There

The best time to visit depends on your plans. The **dry season**²⁰⁸, from November to April, is generally considered ideal for **sightseeing**²⁰⁹ in cities, exploring ancient ruins and enjoying outdoor activities

without **heavy rain**²¹⁰. **Inland**²¹¹ areas such as Mexico City and the central highlands are cooler than the coast, with average day-time temperatures of 20 – 25°C, dropping **noticeably**²¹² at night. By contrast, coastal resorts such as Cancún, the Riviera Maya, and Baja California enjoy warmer conditions, typically between 26 – 30°C, making them perfect for a beach holiday. The **wet season**²¹³ runs from May to October, when **showers**²¹⁴ are more **frequent**²¹⁵ and the risk of hurricanes increases, particularly on the Caribbean coast, though prices are often lower and the landscapes **lusher**²¹⁶.

For European travellers, **direct flights**²¹⁷ are available from major European **hubs**²¹⁸ including London, Paris, Madrid and Frankfurt to Mexico City and Cancún. An alternative is flying **via**²¹⁹ the United States, with **connections**²²⁰ through cities such as Dallas, Houston, or Miami. This can sometimes provide cheaper **fares**²²¹ but requires **passing through**²²² US **immigration**²²³, which has become more challenging **of late**²²⁴.

Budget-conscious²²⁵ travellers often find Madrid or Paris the cheapest **departure points**²²⁶, with **charter flights**²²⁷ and seasonal

²⁰⁸ **dry season** draɪ 'si:zn pora sucha

²⁰⁹ **sightseeing** 'saɪt,si:ɪŋ zwiedzanie

²¹⁰ **heavy rain** 'hevi reɪn duże opady deszczu

²¹¹ **inland** 'ɪnlənd leżący w głębi lądu

²¹² **noticeably** 'nəʊtɪsəblɪ wyraźnie, odczuwalnie

²¹³ **wet season** wet 'si:zn pora deszczowa

²¹⁴ **shower** 'ʃəʊə tu: deszcz

²¹⁵ **frequent** 'fri:kwənt częsty

²¹⁶ **lush** lʌʃ bujny

²¹⁷ **direct flight** dɪ'rekt flaɪt lot bezpośredni

²¹⁸ **hub** hʌb tu: główne lotnisko

²¹⁹ **via** vɪə eks przez X

²²⁰ **connection** kə'nekʃən połączenie

²²¹ **fare** feə opłata za przejazd

²²² **to pass through sth** tə pɑ:s θru: 'sʌmθɪŋ przechodzić przez coś

²²³ **immigration** ˌɪmɪ'ɡreɪʃən tu: kontrola paszportowa

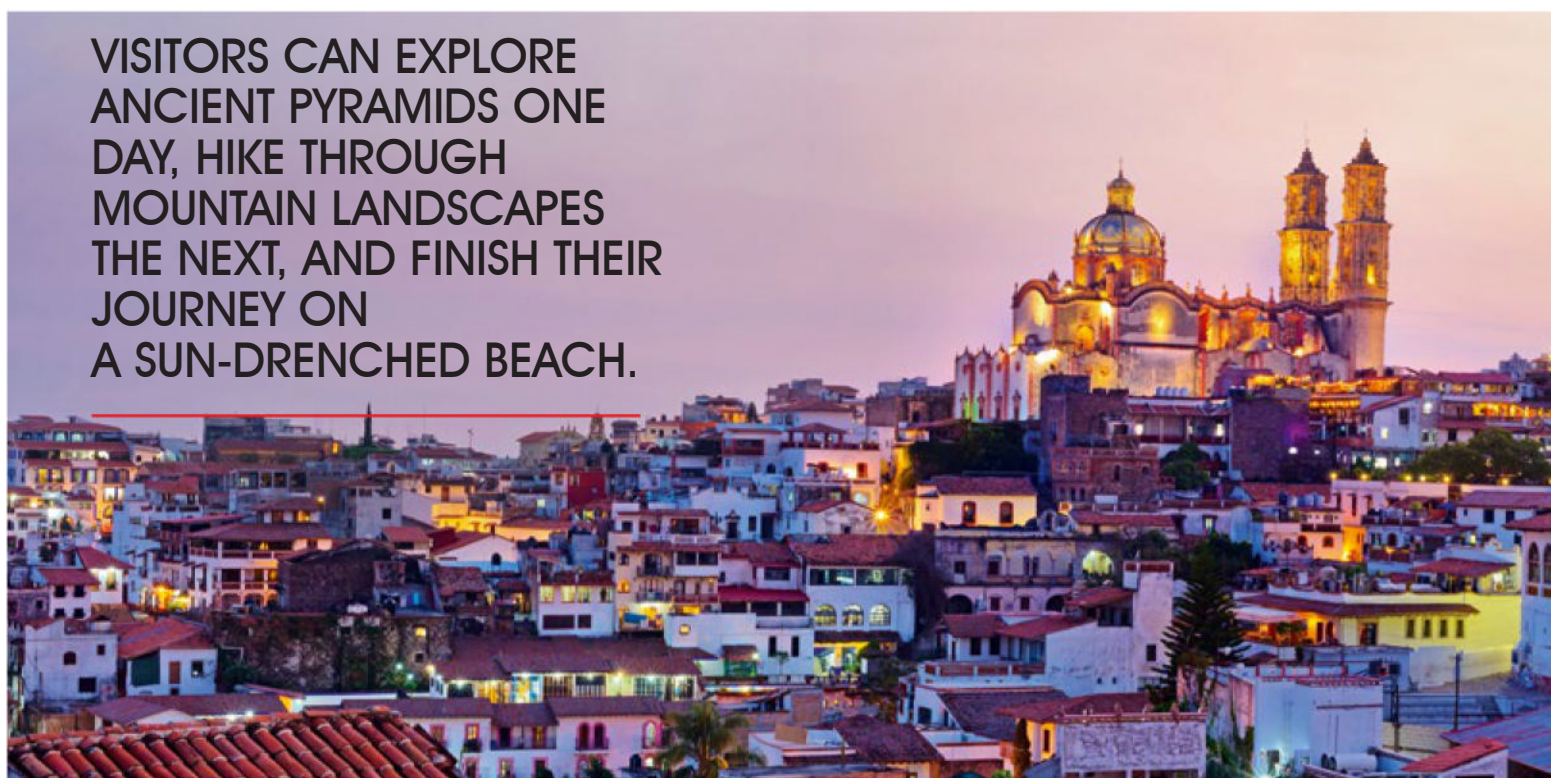
²²⁴ **of late** ɒv leɪt ostatnio

²²⁵ **budget-conscious** 'bʌdʒɪt 'kɒnfəs oszczędny

²²⁶ **departure point** dɪ'pɑ:tʃə pɔɪnt miejsce wylotu

²²⁷ **charter flight** 'tʃɑ:tə flaɪt lot czarterowy

VISITORS CAN EXPLORE
ANCIENT PYRAMIDS ONE
DAY, HIKE THROUGH
MOUNTAIN LANDSCAPES
THE NEXT, AND FINISH THEIR
JOURNEY ON
A SUN-DRENCHED BEACH.



deals available, especially to Cancún. Booking **in advance**²²⁸ makes a big difference, particularly during peak European **holiday periods**²²⁹ around Christmas and Easter. So, unless you are **loaded**²³⁰ and **money is no object**²³¹, you will need to spend a bit of time **shopping around**²³² for the best flight deals. **On the other hand**²³³, you might find a **package holiday**²³⁴ via a **travel agent**²³⁵ proves more economical, having **totted up**²³⁶ all the costs.

Mexican Food and Drink

Mexican **cuisine**²³⁷ is celebrated **worldwide**²³⁸ for its **bold**²³⁹ flavours and rich heritage, blending indigenous Mesoamerican traditions with Spanish, African and other influences. Corn, **beans**²⁴⁰ and chillies form the base of many **dishes**²⁴¹, often complemented by rice, fresh **herbs**²⁴² and a variety of sauces.

Among the most iconic foods are tacos, small tortillas filled with meats, **seafood**²⁴³, beans and vegetables, usually **garnished with**²⁴⁴ salsa, onions, **coriander**²⁴⁵ and lime. Other **staples**²⁴⁶ include

enchiladas, tamales and quesadillas, each reflecting regional variations in ingredients and **spice**²⁴⁷. Chillies are central to Mexican cooking, adding depth to sauces, **stews**²⁴⁸ and **marinades**²⁴⁹.

Tequila and mezcal, distilled from the **agave**²⁵⁰ plant, are Mexico's most famous **spirits**²⁵¹. Tequila comes from Jalisco, while mezcal is produced more widely and often has a **smoky**²⁵² flavour. Both can be **sipped**²⁵³ **neat**²⁵⁴ or mixed in cocktails. Other traditional drinks include pulque, a fermented agave **beverage**²⁵⁵, and agua frescas, refreshing fruit or flower-based drinks.

High-end²⁵⁶ indigenous fusion cuisine has brought Mexican food onto the

²²⁸ in advance in əd'vɑːns z wyprzedzeniem

²²⁹ holiday period 'hɒlədeɪ 'ptɪəriəd okres urlopowy

²³⁰ loaded 'ləʊdɪd tu: pot. nadziany, bogaty

²³¹ money is no object 'mʌni ɪz nəʊ 'ɒbdʒekt pieniądze nie grają roli

²³² to shop around tə ʃɒp ə'raʊnd porównywać ceny

²³³ on the other hand ɒn ði: 'ʌðə hænd z drugiej

strony

²³⁴ package holiday 'pækɪdʒ 'hɒlədeɪ wyjazd zorganizowany

²³⁵ travel agent 'trævəl 'eɪdʒənt biuro podróży

²³⁶ to tot up sth tə tɒt ʌp 'sʌmθɪŋ sumować coś

²³⁷ cuisine kwi: 'zi:n kuchnia

²³⁸ worldwide 'wɜːldwaɪd na całym świecie

²³⁹ bold bæʊld intensywny

²⁴⁰ beans bi:nz fasola

²⁴¹ dish dɪʃ potrawa, danie

²⁴² herbs hɜːbz zioła

²⁴³ seafood 'siː'fu:d owoce morza

²⁴⁴ garnished with sth 'gɑːnɪʃt wɪð 'sʌmθɪŋ ozdobiony, przybrany czymś

²⁴⁵ coriander ,kɒri'ændə(r) kolendra

²⁴⁶ staple 'steɪpl podstawowa potrawa

²⁴⁷ spice speɪs przyprawy

²⁴⁸ stew stju: potrawka

²⁴⁹ marinade ,mæri'neɪd marynata

²⁵⁰ agave ə'gɑːveɪ agawa

²⁵¹ spirit 'spɪrɪt trunek

²⁵² smoky 'smɒski dymny

²⁵³ sipped sɪpt sączony

²⁵⁴ neat ni:t na czysto

²⁵⁵ beverage 'bevərɪdʒ napój

²⁵⁶ high-end ,haɪ 'end z górnej półki



Taxco city

international **gourmet**²⁵⁷ scene. **Chefs**²⁵⁸, such as Enrique Olvera and Martha Ortiz, reinterpret traditional dishes like mole or tamales using modern techniques, while **showcasing**²⁵⁹ **native**²⁶⁰ ingredients such as corn, cacao, herbs and edible flowers. Restaurants in Mexico City, Oaxaca and Guadalajara are particularly noted for this creative **approach**²⁶¹, combining cultural authenticity with sophisticated presentation.

Mexican desserts and street foods are worth **sampling**²⁶². Churros, flan and tres leches cake satisfy **sweet cravings**²⁶³, while markets offer elotes (grilled corn), tropical fruits and spiced **snacks**²⁶⁴. Fresh salsas and **condiments**²⁶⁵ allow diners to **adjust** heat and flavour **to**²⁶⁶ taste.

From **humble**²⁶⁷ street tacos to **inventive**²⁶⁸ high-end cuisine, Mexican food and drink reflect the country's geography, history and cultural diversity. Every meal offers a taste of Mexico's regions and centuries of culinary tradition, **ensuring**²⁶⁹ flavours that are vibrant, varied and **unforgettable**²⁷⁰. It is a **foodie's**²⁷¹ **dream come true**²⁷².

Sombreros at the Ready²⁷³

Whether you want to explore fascinating **relics**²⁷⁴ of previously advanced Mexican civilisations, **promenade**²⁷⁵ along colonial **vistas**²⁷⁶, or drink a Tequila Sunrise on the Yucatan Peninsula, Mexico has a **heady**²⁷⁷ and colourful mixture of experiences awaiting you. If it isn't already, it is one to add to the **bucket list**²⁷⁸. ■

²⁵⁷ gourmet 'gʊəməɹ delikatesowy, wykwinny

²⁵⁸ chef ʃef szef kuchni

²⁵⁹ to showcase sth tə 'ʃəʊkeɪs 'sʌmθɪŋ
prezentować coś

²⁶⁰ native 'neɪtɪv rodzimy

²⁶¹ approach ə'prəʊtʃ podejście

²⁶² to sample sth tə 'sɑːmpl 'sʌmθɪŋ s/próbować
czegoś

²⁶³ sweet craving swi:t 'kreɪvɪŋ ochota na słodczye

²⁶⁴ snack snek przekąska

²⁶⁵ condiment 'kəndɪmənt przyprawa

²⁶⁶ to adjust sth to sth tə ə'dʒʌst 'sʌmθɪŋ tə
'sʌmθɪŋ dopasowywać coś do czegoś

²⁶⁷ humble 'hʌmbl tu: prosty

²⁶⁸ inventive ɪn'ventɪv wymyślny

²⁶⁹ to ensure sth tə ɪnʃə 'sʌmθɪŋ gwarantować coś

²⁷⁰ unforgettable 'ʌnfə'getəbl niezapomniany

²⁷¹ foodie 'fuːdi pot. smakosz

²⁷² dream come true dri:m kʌm tru: spełnienie
marzeń

²⁷³ at the ready æt ðə 'redi w pogotowiu

²⁷⁴ relic 'reɪk zabytek, relik

²⁷⁵ to promenade tə ,prɒmə'neɪd przechadzać się

²⁷⁶ vista 'vɪstə widok

²⁷⁷ heady 'hedɪ intensywny

²⁷⁸ bucket list 'bʌkɪt lɪst lista rzeczy do zrobienia

For more information about Mexico, see the article on page 46 titled: **Claudia Sheinbaum – Mexico's First Presidenta.**

Mexico in Numbers

- 1,964,000 km² – land area (14th largest country in the world).
- 9,330 km – coastline (Pacific, Gulf of Mexico, and Caribbean).
- 129 million – (2025 estimate of Mexico population).
- 22 million – population of the capital, Mexico City.
- 4,448 km – **extent**¹ of borders with the United States, Guatemala, and Belize.
- 5,636 m – Highest point: Pico de Orizaba, the tallest volcano in North America.
- 77 – percentage of population identifying as Roman Catholic.
- 75 – **Average life expectancy**².
- 24 – **homicides**³ per 100,000 people (2023), though safer tourist areas record much lower figures.
- 40 million – annual international visitors (pre-pandemic levels).
- 35 – UNESCO World Heritage Sites.

¹ extent ɪks'tent łączna długość

² average life expectancy 'ævərɪdʒ laɪf
ɪks'pektənsɪ średnia długość życia

³ homicide 'hɒmɪsaɪd zabójstwo

INFOBOX

Bernard Marr

– The Digital Guru



Over the past two decades, Bernard Marr has established himself as¹ trusted² advisor³ on the future of work, digital transformation⁴, artificial intelligence⁵ and the data-driven⁶ economy. No wonder⁷ his wisdom⁸ is sought after⁹.

Bernard Marr was born in Germany, and grew up near Hamburg in a family that valued education, analytical thinking and curiosity¹⁰. Though details of his early family life are relatively private, it is clear that this background¹¹ instilled in¹² him the importance¹³ of learning and applying¹⁴ knowledge¹⁵ to real-world¹⁶ challenges. He later settled¹⁷ in the United Kingdom, where he built his career and family life. He often refers to¹⁸ the balance between professional achievements¹⁹ and personal

commitments²⁰, noting²¹ the importance of grounding oneself²² amid²³ a demanding career.

He gained degrees²⁴ in engineering²⁵ and IT²⁶ at Cambridge University, followed by post-graduate²⁷ study in business. He then moved into research fellow²⁸ roles at

⁶ data-driven 'dɜ:tə drɪvən oparty na danych

⁷ no wonder nəʊ 'wʌndə nic dziwnego, że

⁸ wisdom 'wɪzdəm wiedza

⁹ sought after sɔ:t 'ɑ:ftə pożądaný, poszukiwany

¹⁰ curiosity ˌkjʊəri'ɒsəti ciekawość

¹¹ background 'bækgraʊnd otoczenie

¹² to instil sth in sb tʊ ɪn'stɪl 'sʌmθɪŋ ɪn 'sʌmbədi wpoić coś komuś

¹³ importance ɪm'pɔ:təns znaczenie

¹⁴ to apply sth to sth tʊ ə'plai 'sʌmθɪŋ tə 'sʌmθɪŋ stosować coś do czegoś

¹⁵ knowledge 'nɒlɪdʒ wiedza

¹⁶ real-world 'ri:əl wɜ:ld rzeczywisty

¹⁷ to settle tə 'setl osiedlać się

¹⁸ to refer to sth tə rɪ'fɜ: tə 'sʌmθɪŋ odnosić się do czegoś

¹⁹ achievement ə'tʃi:vmənt osiągnięcie

²⁰ commitment kə'mɪtmənt zobowiązanie

²¹ to note sth tə nəʊt 'sʌmθɪŋ tu: zauważać, zwracać uwagę na coś

²² to ground oneself tə graʊnd wʌn'self znaleźć oparcie, zakorzenie się

²³ amid X ə'mɪd eks pośród, wśród X

²⁴ degree dɪ'ɡri: tu: stopień naukowy

²⁵ engineering ˌendʒɪ'nɪərɪŋ inżynieria

²⁶ IT = Information Technology ˌaɪ 'ti: ɪnfɔrmeɪtɪkə informatyka

²⁷ post-graduate 'pəʊst'ɡrædʒʊət podyplomowy

²⁸ research fellow rɪ'sɜ:tʃ 'feləʊ pracownik naukowy

¹ to establish oneself as X tʊ ɪs'tæblɪʃ wʌn'self æz eks wyrabiać sobie renomę jako X

² trusted 'trʌstɪd zaufany

³ advisor əd'vaɪzə(r) doradca

⁴ digital transformation 'dɪdʒɪtəl ˌtrænsfɔ'meɪʃən transformacja cyfrowa

⁵ artificial intelligence ˌɑ:tɪ'fɪʃəl ɪn'telɪdʒəns sztuczna inteligencja

Bernard Marr

OGLĄDAJ

VIDEO



business-english.com.pl

POBIERZ

NAGRANIA MP3



KOD DOSTĘPU:
ctx

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFUL MEDIA.PL / CZYTNIK

Cambridge Judge Business School and Cranfield School of Management.

From the beginning, he was drawn to the potential of data and **emerging**²⁹ technologies to change how organisations operate. His early work involved consultancy roles where he quickly **earned a reputation**³⁰ for turning abstract business strategies into **actionable**³¹ results.

He became known for **bridging the gap**³² between technical innovation and **boardroom decision-making**³³. Rather than speaking in **jargon**³⁴ or presenting complex theories without application, Marr developed a style centred on practical **frameworks**³⁵ and examples. This ability to interpret and explain the complicated in simple terms has remained a defining **feature**³⁶ of his career.

Professional Rise

As his career **trajectory**³⁷ **accelerated**³⁸, companies and institutions **worldwide**³⁹ began to realise the importance of digital transformation. He **founded**⁴⁰ his own advisory firm, Bernard Marr & Co., which positioned him as a consultant to some of the most **recognisable**⁴¹ names in global business.

His client list is **testament to**⁴² the **trust**⁴³ he **commands**⁴⁴: Amazon, Google, Microsoft, Shell, Toyota, AstraZeneca, NATO and the Bank of England are **among**⁴⁵ those who have sought his **expertise**⁴⁶. Whether advising a tech giant, a pharmaceutical innovator or a **government institution**⁴⁷, His **insights**⁴⁸ **cover**⁴⁹ **data strategy**⁵⁰, artificial intelligence, the **metaverse**⁵¹ (see *Fact Box*), digital culture, and the evolving relationship between technology and people.

Books and Writing

Bernard Marr has written more than 20 books, many of which have become international bestsellers. His works are translated into multiple languages, **extending**⁵² his **influence**⁵³ far beyond the English-speaking world.

His titles range from **deep dives**⁵⁴ into artificial intelligence and data strategy, to **accessible**⁵⁵ **guides**⁵⁶ for managers navigating **digital change**⁵⁷. Some of his best-known books include *Big Data in Practice*, *Artificial Intelligence in Practice*, *Tech Trends in Practice* and *Business Trends in Practice*. These **volumes**⁵⁸ are characterised by a combination of theory, **case studies**⁵⁹ and practical advice. His **approach**⁶⁰ makes the material **relevant**⁶¹ for **executives**⁶², **entrepreneurs**⁶³ and professionals who need to apply ideas quickly.

In addition to books, Marr is a **prolific**⁶⁴ writer of articles, **opinion pieces**⁶⁵ and reports. He **contributes** regularly **to**⁶⁶ business publications and online platforms, where he comments on everything from the ethical use of AI to the **skills**⁶⁷ future **employees**⁶⁸ will need. His **ability**⁶⁹ to explain emerging trends in **everyday language**⁷⁰ has made him a **reliable source**⁷¹ for readers who want insight without **hype**⁷².

Beyond writing, Marr is a highly sought after **keynote speaker**⁷³. He has presented at international conferences, **corporate events**⁷⁴ and government **gatherings**⁷⁵. His speaking style **mirrors**⁷⁶ his writing: **direct**⁷⁷, **engaging**⁷⁸ and **rooted in**⁷⁹

²⁹ **emerging** 'i'mɜːdʒɪŋ pojawiający się, wyłaniający się

³⁰ **to earn a reputation** tə ˈɜːn ə ˈreɪjuːˈteɪʃən zyskać reputację

³¹ **actionable** ˈækʃnəbl praktyczny

³² **to bridge the gap** tə ˈbrɪdʒ ðə ɡæp wypełniać lukę

³³ **boardroom decision-making** ˈbɔːdruːm dɪˈsɪʒən ˈmeɪkɪŋ podejmowanie decyzji na szczycie zarządu

³⁴ **jargon** ˈdʒɑːɡən żargon, język specjalistyczny

³⁵ **framework** ˈfreɪmwɜːk kontekst; struktura

³⁶ **feature** ˈfiːtʃə cecha charakterystyczna

³⁷ **trajectory** ˈtrædʒektəri bieg

³⁸ **to accelerate** tə əkˈseləreɪt przyspieszać

³⁹ **worldwide** ˈwɜːldwaɪd na całym świecie

⁴⁰ **to found sth** tə faʊnd ˈsʌmθɪŋ zakładać coś

⁴¹ **recognisable** ˈrekəɡnaɪzəbl rozpoznawalny

⁴² **testament to sth** ˈtestəmənt tə ˈsʌmθɪŋ potwierdzenie, świadectwo czegoś

⁴³ **trust** trʌst zaufanie

⁴⁴ **to command sth** tə kəˈmɑːnd ˈsʌmθɪŋ cieszyć się czymś

HE COMMENTS ON EVERYTHING FROM THE ETHICAL USE OF AI TO THE SKILLS FUTURE EMPLOYEES WILL NEED.

⁴⁵ **among** X əˈmʌŋ eks wśród X

⁴⁶ **expertise** ˌekspɜːˈtiːz wiedza specjalistyczna

⁴⁷ **government institution** ˈɡʌvnmənt ˌɪnstɪˈtjuːʃən instytucja rządowa

⁴⁸ **insight** ˈɪnsaɪt wgląd, spostrzeżenie, obserwacja

⁴⁹ **to cover sth** tə ˈkʌvə ˈsʌmθɪŋ obejmować coś

⁵⁰ **data strategy** ˈdeɪtə ˈstrætədʒɪ strategia danych

⁵¹ **metaverse** ˈmetəvɜːs metawersum

⁵² **to extend** tə ɪksˈtend rozszerzyć, zwiększyć zasięg

⁵³ **influence** ˈɪnfluəns wpływ, oddziaływanie

⁵⁴ **deep dive** diːp daɪv głęboka analiza

⁵⁵ **accessible** əkˈsesəbl przystępny

⁵⁶ **guide** gaɪd przewodnik

⁵⁷ **digital change** ˈdɪdʒɪtəl tʃeɪndʒ cyfrowa zmiana/transformacja

⁵⁸ **volume** ˈvɒljəm tu: książka

⁵⁹ **case study** keɪs ˈstʌdi studium przypadku

⁶⁰ **approach** əˈprəʊtʃ podejście

⁶¹ **relevant** ˈreləvənt istotny

⁶² **executives** ɪɡˈzekjʊtɪvz kadra kierownicza

⁶³ **entrepreneur** ˌɒntrəprəˈnɜː przedsiębiorca

⁶⁴ **prolific** prəˈlɪfɪk płodny

⁶⁵ **opinion piece** əˈpɪnɪən piːs felieton

⁶⁶ **to contribute to sth** tə kənˈtribjuːt tə ˈsʌmθɪŋ tu: pisać do czegoś, udzielać się w czymś

⁶⁷ **skill** skɪl umiejętność

⁶⁸ **employee** ˌemplɔɪˈiː pracownik

⁶⁹ **ability** əˈbɪlətɪ zdolność

⁷⁰ **everyday language** ˈevrɪdeɪ ˈlæŋɡwɪdʒ zwykły język

⁷¹ **reliable source** ˈrɪˌlaɪəbl sɔːs wiarygodne źródło

⁷² **hype** haɪp szum medialny

⁷³ **keynote speaker** ˈkiːnəʊt ˈspiːkə główny mówca

⁷⁴ **corporate event** ˈkɔːpəreɪt ɪˈvent wydarzenie korporacyjne

⁷⁵ **gathering** ˈɡæðərɪŋ zebranie, zgromadzenie

⁷⁶ **to mirror sth** tə ˈmɪrə ˈsʌmθɪŋ odzwierciedlać coś

⁷⁷ **direct** dɪˈrekt bezpośredni

⁷⁸ **engaging** ɪnˈɡeɪdʒɪŋ wciągający, przykuwający uwagę

⁷⁹ **rooted in sth** ˈruːtɪd ɪn ˈsʌmθɪŋ zakorzeniony w czymś

practical application⁸⁰. Audiences⁸¹ value his ability to make them think and act⁸².

He also teaches, offering executive education and workshops⁸³ for leaders who must steer their organisations through transformation. His sessions often combine storytelling⁸⁴ with data-driven evidence⁸⁵, ensuring that participants⁸⁶ leave with both inspiration and concrete tools⁸⁷.

Drawn from his books, public speaking and training events, some commonly used⁸⁸ Marr quotes⁸⁹ are as follows:

“Data is nothing without strategy.”

“It doesn’t matter how much data you

have; it’s whether you use it successfully that counts.”

“Using real-world data to train AI can introduce the same biases⁹⁰ that plague⁹¹ our human decision-making⁹².”

Advice and Philosophy

Marr’s advice to businesses consistently returns to a few central themes. The first is that technology alone is not enough; companies need to align new tools with⁹³ strategy, culture and people. He stresses⁹⁴ that data and AI should be used responsibly⁹⁵, not simply because they are fashionable⁹⁶.

He also underlines⁹⁷ the importance of continuous learning. As digital tools evolve, employees at all levels must refresh⁹⁸ their skills and adapt⁹⁹ their mindsets¹⁰⁰. For Marr, the successful organisations of the future will be those that embrace¹⁰¹ agility¹⁰², curiosity and ethical responsibility.

⁸⁰ practical application 'præktikəl, æplɪ'keɪʃən
praktyczne zastosowanie

⁸¹ audience 'ɔːdjəns publiczność

⁸² to act tə ækt działać

⁸³ workshops 'wɜːkʃɒps warsztaty

⁸⁴ storytelling 'stɔːrɪtelɪŋ opowiadanie,
gawędziarstwo

⁸⁵ evidence 'eɪdɪəns dowody

⁸⁶ participant pɑː'tɪsɪpənt uczestnik

⁸⁷ tool tuːl narzędzie

⁸⁸ commonly used 'kɒmənli juːzd
często używany

⁸⁹ quote kwəʊt cytat

⁹⁰ bias 'biːəs uprzedzenie

⁹¹ to plague sth tə
pleɪg 'sʌmθɪŋ dręczyć,
prześladować coś

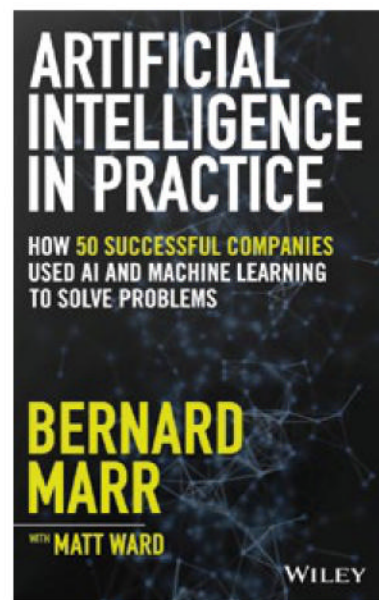
⁹² decision-making dɪ'sɪʒn
meɪkɪŋ proces
podejmowania decyzji

⁹³ to align sth with sth tə
ə'laɪn 'sʌmθɪŋ wɪð 'sʌmθɪŋ
dopasować coś do
czegoś

⁹⁴ to stress sth tə stres 'sʌmθɪŋ
podkreślać coś

⁹⁵ responsibly rɪ'spɒnsəbli odpowiedzialnie

⁹⁶ fashionable 'fæʃnəbl modny



⁹⁷ to underline sth tə 'ʌndəlaɪn 'sʌmθɪŋ
podkreślać coś

⁹⁸ to refresh sth tə rɪ'freʃ 'sʌmθɪŋ odświeżać coś

⁹⁹ to adapt sth tə ə'dæpt 'sʌmθɪŋ
przystosowywać coś

¹⁰⁰ mindset 'maɪndset nastawienie

¹⁰¹ to embrace sth tə ɪm'breɪs 'sʌmθɪŋ tuː
przyjmować coś

¹⁰² agility ə'dʒɪləti zwinność, zręczność

Fact Box

The Metaverse is a network of 3D virtual worlds where people interact through avatars. Blending augmented¹ and virtual reality², it supports³ gaming, work, shopping and socialising. Tech firms see it as the next stage of the internet, though its potential and risks are still being explored.

¹ augmented reality 'ɔːgməntɪd rɪːælɪti
rzeczywistość rozszerzona

² virtual reality 'vɜːtʃʊəl rɪːælɪti
rzeczywistość wirtualna

³ to support sth tə sə'pɔːt 'sʌmθɪŋ
wspierać coś

INFOBOX

Bernard Marr

When advising individuals, Marr often **highlights**¹⁰³ the value of **clarity**¹⁰⁴. Whether leading a team or **shaping**¹⁰⁵ a career, people should focus on understanding what **matters**¹⁰⁶, then taking **decisive action**¹⁰⁷. He believes in simplifying **complexity**¹⁰⁸, **cutting through noise**¹⁰⁹ and helping others see a clear **path**¹¹⁰ forward.

Influence in the Business World

Bernard Marr's influence can be **measured**¹¹¹ in several ways. His books are used by business schools, executives and consultants across the globe. His consultancy work has helped some of the largest organisations on the planet adapt to digital change. His articles and social media **presence**¹¹² **reach**¹¹³ millions, shaping how leaders and employees **alike**¹¹⁴ think about the future.

More subtly, his influence lies in how he has shaped the conversation about data and technology. At a time when many voices either **over-hype**¹¹⁵ the potential of AI or **dismiss**¹¹⁶ its challenges, Marr offers a **balanced perspective**¹¹⁷. He **champions**¹¹⁸ innovation but **insists on**¹¹⁹ responsibility. He sees opportunity but recognises risks. This balanced voice has made him a trusted **authority**¹²⁰.

What makes Marr **stand out**¹²¹ is not only his professional achievements but also his **grounded outlook**¹²². He is open about valuing family life and about the importance of personal balance. This perspective adds **credibility**¹²³ when he speaks about the human side of digital change. Technology, in his view, should serve people, **not the other way round**¹²⁴. His message is that future success will be built not only on algorithms and platforms but also on trust, **collaboration**¹²⁵ and human creativity.

Pay Attention¹²⁶

As the **pace**¹²⁷ of technological change accelerates, Bernard Marr's work remains highly relevant. Artificial intelligence, **automation**¹²⁸, data ethics and the future of work are **issues**¹²⁹ that dominate boardrooms and **policy debates**¹³⁰. Marr is well placed to



SCRAMBLED!

Unscramble the verbs of insight to fill the gaps.

- Early in his career, Bernard Marr helped business leaders (i l r e s a i e) _____ that data could reshape their organisations.
- His clear writing style enables readers to (s t a n d e u r n) _____ complicated digital trends without confusion.
- Audiences appreciate the way he can (a e p x i l n) _____ why artificial intelligence matters for everyday decisions.
- In his books, he uses case studies to (t g i h l h g i h) _____ the practical impact of new technologies.
- Companies began to (g s o c e r e n i) _____ his reputation as a trusted authority on digital transformation.
- During talks, he often pauses to (o e t n) _____ that success also depends on culture and people, not only tools.
- His work encourages leaders to (d s e n c i r) _____ the risks as well as the opportunities in innovation.
- He has a rare talent for helping executives (t r e n i t e r p) _____ patterns hidden in vast amounts of data.

BEM TEST

Answers: 1. realise, 2. understand, 3. explain, 4. highlight, 5. recognise, 6. note, 7. discern, 8. interpret

continue guiding organisations and individuals through these changes.

He is likely to keep writing, speaking and advising at the highest level, and be worth listening to. Bernard Marr is not simply **predicting**¹³¹ the future of business; he is helping to shape it. ■

¹⁰³ to highlight sth tə 'haɪlaɪt 'sʌmθɪŋ podkreślać coś

¹⁰⁴ clarity 'klærəti jasność, klarowność

¹⁰⁵ to shape sth tə ʃeɪp 'sʌmθɪŋ kształtować coś

¹⁰⁶ to matter tə 'mætə liczyć się, mieć znaczenie

¹⁰⁷ decisive action dɪ'saɪsɪv 'æksjən

zdecydowane działanie

¹⁰⁸ complexity kəm'pleksəti złożoność

¹⁰⁹ to cut through noise tə kʌt θru: nɔɪz

przebijać się przez szum informacyjny

¹¹⁰ path pɑ:θ ścieżka

¹¹¹ measured 'meɪəd mierzony oceniany

¹¹² presence 'prezəns obecność

¹¹³ to reach X tə ri:tʃ eks sięgać X, docierać do X (odbiorców)

¹¹⁴ alike ə'laɪk podobnie

¹¹⁵ to over-hype sth tu ,əʊvə'haɪp 'sʌmθɪŋ

przekłamać coś

¹¹⁶ to dismiss sth tə dɪs'mɪs 'sʌmθɪŋ odrzucać,

deprecjonować coś

¹¹⁷ balanced perspective 'bælənst pə'spektɪv zbalansowana perspektywa/punkt widzenia

¹¹⁸ to champion sth tə 'tʃæmpjən 'sʌmθɪŋ opowiadać się za czymś

¹¹⁹ to insist on sth tə ɪn'sɪst ɒn 'sʌmθɪŋ nalegać na coś, domagać się czegoś

¹²⁰ authority ɔ:'θɒrəti autorytet, ekspert

¹²¹ to stand out tə stænd aʊt wyróżniać się

¹²² grounded outlook 'graʊndɪd 'aʊtlʊk

przyziemne podejście

¹²³ credibility ,krədɪ'bɪləti wiarygodność

¹²⁴ not the other way round nɒt ði: 'ʌðə weɪ raʊnd nie na odwrót

¹²⁵ collaboration kə,læbə'reɪʃən współpraca

¹²⁶ to pay attention to sth tə peɪ ə'tenʃən tə 'sʌmθɪŋ uważać, zwracać uwagę na coś

¹²⁷ pace peɪs tempo

¹²⁸ automation ɔ:tə'meɪʃən automatyzacja

¹²⁹ issue 'ɪʃu: kwestia, sprawa

¹³⁰ policy debate 'pɒləsi dɪ'beɪt debata polityczna

¹³¹ to predict sth tə prɪ'dɪkt 'sʌmθɪŋ przewidywać coś



by Paul Martin from
www.go-native.pl

Business Dialogues:

The Pricing Dilemma

Raising prices¹ can feel risky for solo entrepreneurs². Too high, and you risk losing clients. Too low, and you end up working harder for less. In this dialogue, Anna, a freelance designer, talks with her friend Maya, a business coach, about how to reframe³ the fear, handle⁴ pushback⁵, and start charging what she's truly worth.

Maya: You look tense⁶. Everything okay?

Anna: I have been stuck on⁷ something for weeks. It sounds small, but it is eating at me.

Maya: Try me⁸.

Anna: It's my rates. I've been charging⁹ the same fee¹⁰ since I started freelancing, two years ago.

Maya: Two years?

Anna: Yeah. At first I was just happy to get clients. I didn't want to scare anyone off, so I set my rates low and kept them there. But now costs have gone up, the projects are bigger, and I feel like I am working harder than ever. And yet I am still charging beginner rates.

Maya: And what is stopping you from raising¹¹ them?

Anna: Fear. If I push too hard, they will walk away.

Maya: Or they will respect you more. You would be surprised.

Anna: My biggest client has been with me since the start. They rely on¹² me for everything: branding, social posts, even presentation decks. But I cannot shake the thought¹³ that if I raise prices, they will just find someone cheaper.

Maya: That is not a pricing problem, Anna. That is a confidence¹⁴ problem.

Anna: Ouch.

Maya: I mean it kindly. You are good at what you do. Your portfolio proves it. But keeping your rates frozen is like saying to yourself, "I have not grown." And you have.

Anna: I know. But saying it to a client feels so awkward. Like I am breaking some unspoken rule.

Maya: The only rule is this: if you under-value yourself¹⁵, others will too.

Anna: I hear you. But what do I even say? "Hey, I cost more now"?

Maya: No. Try this: "To continue delivering the quality and attention you expect, my rates will increase¹⁶ as of next month." Short, confident, professional.

Anna: That sounds less scary.

Maya: Exactly. Confidence without arrogance. You are not asking permission. You are informing them.

Anna: What if they push back¹⁷?

Maya: Then you have options. You can offer a smaller package at the old rate¹⁸. That way they can still work with you, but you are not giving away your time.

Anna: And if they say, "We will find someone cheaper"?

Maya: Then let them. Clients who only chase the lowest price will never be your best clients. Losing them makes room for the right ones.

Anna: Easier said than done.

Maya: True. But think about it. Every time you take underpriced¹⁹ work, you are saying yes to the wrong opportunity. And that means you are saying no to something better.

Anna: Right. Every yes to undercharging²⁰ is a no to growth.

Maya: Exactly.

Anna: I can picture sending the email, but my heart races. What if they are offended?

¹ raising prices 'reɪzɪŋ 'praɪsɪz podnoszenie cen

² solo entrepreneur 'səʊləʊ ˌɒntreɪprə'nɜː samodzielny przedsiębiorca

³ to reframe sth 'tə 'riːfreɪm 'sʌmθɪŋ zmienić sposób postrzegania czegoś

⁴ to handle sth 'tə 'hændl 'sʌmθɪŋ poradzić sobie z czymś

⁵ pushback pʊʃbæk opór, negatywna reakcja, sprzeciw

⁶ to look tense 'tə lʊk tens wyglądać na spiętego/spiętą

⁷ to be stuck on sth 'tə biː stʌk ɒn 'sʌmθɪŋ tu: męczyć się, zmagać się z czymś

⁸ Try me. 'traɪ miː Dawaj./Opowiedz mi o tym.

⁹ to charge sth 'tə tʃɑːdʒ 'sʌmθɪŋ pobierać coś (np. opłatę)

¹⁰ fee fiː opłata, stawka

¹¹ to raise sth 'tə reɪz 'sʌmθɪŋ podnieść coś

¹² to rely on sb/sth 'tə riː'laɪ ɒn 'sʌmbədi 'sʌmθɪŋ polegać na kimś/czymś

¹³ I cannot shake the thought... aɪ 'kænɒt ʃeɪk ðə θɔːt Nie mogę pozbyć się myśli/nie mogę odgonić myśli...

¹⁴ confidence 'kɒnfɪdəns pewność siebie

¹⁵ to undervalue oneself 'tə ʌndə'væljuː wʌn'self nie doceniać się

¹⁶ to increase 'tə ɪnkrɪːs wzrastać

¹⁷ to push back 'tə pʊʃ bæk tu: rezygnować, odstąpić od czegoś

¹⁸ at the old rate æt ðiː ɔːld reɪt za starą stawkę

¹⁹ underpriced 'ʌndəpraɪst zaniżony

²⁰ to undercharge sth 'tə ʌndə'tʃɑːdʒ 'sʌmθɪŋ wyceniać coś nieadekwatnie do rzeczywistej wartości tej rzeczy, usługi, zaniżać cenę



Maya: Offended? Anna, businesses **adjust**²¹ prices all the time. Coffee shops, gyms, software companies. Nobody **gasps in shock**²². Why should your services be any different?

Anna: Because it is personal, I guess. I am not a faceless company.

Maya: That is exactly why you should raise them. Clients are not paying just for design. They are paying for you, for your creativity, **reliability**²³, and the fact you save them time and stress.

Anna: I guess.

Maya: And remember, clients who value you will stay. Those who do not? Let them go.

Anna: I think I can do this.

Maya: You can. And once you do, you will never look back.

Anna: Let me ask you something else. How much should I raise them? Ten percent? Twenty? Double?

Maya: Do not think in percentages. Think in value. If your client is making ten times back from your work, a 20 percent raise is nothing to them. Ask yourself: what is the **outcome**²⁴ worth to them?

Anna: So not just what my time is worth, but what the result is worth?

Maya: Exactly. That is called value-based pricing. **Instead of**²⁵ selling hours, you sell outcomes.

Anna: **That feels bold**²⁶.

Maya: Bold, yes, but honest. If your designs help them win a contract worth a hundred thousand, why are you **charging**²⁷ them like you are just **moving pixels** around?

Anna: When you put it like that, my current rates are almost **embarrassing**²⁸.

Maya: You are not alone. Especially women entrepreneurs. Studies show women often charge less, **ask for less**, and wait longer to raise prices. **It is a confidence gap**²⁹, not a skills gap.

Anna: So this is also about **gender**³⁰, then?

Maya: Partly. Women are **conditioned** to be “nice” and **avoid**³¹ conflict. **But running a business means you have to advocate for yourself**³².

Anna: That makes sense. **But how do I avoid going too far the other way, like**

scaring off clients with a sudden big jump?

Maya: You manage the transition. **Give notice**³³, explain clearly, and maybe offer **loyalty discounts**³⁴ for long-term clients.

For example: “From next quarter, my standard package will be X. As a valued client, I am happy to keep you at Y for the next six months.” That softens things.

Anna: I like that.

Maya: Exactly. It is about balance.

Anna: And should I raise everyone’s rates at once, or one client at a time?

Maya: Strategically. Start with the clients who take the most energy for the least money. Often, you will find that when you raise your rates, those clients leave, and suddenly you have freed space for better ones.

Anna: So it is not just about more money, it is about better fit.

Maya: Yes. And that is the hidden benefit. Raising rates filters your client base. The ones who stay are the ones who really see your value.

Anna: That **actually**³⁵ excites me. Like I could design my client list, not just accept whoever comes along.

Maya: Exactly. You are not just raising prices. You are redesigning your business.

Anna: Okay. But let us roleplay. Say you are my client and I have to tell you the news.



Maya: All right. Go for it.

Anna: Hi Maya, thanks for your continued trust in my design services. To keep delivering the same level of quality and attention, I will be increasing my rates starting next month.

Maya (as client): That is disappointing, Anna. We had not budgeted for that.

Anna: I understand. One option is to reduce the number of posts each month to keep the price the same. But if you would like to keep the full package, the new rate will **apply**³⁶.

Maya (dropping the role): Perfect. Clear and steady. You gave a choice without **backing down**³⁷.

Anna: That actually felt good.

Maya: That is the magic. Once you practice, it becomes second nature.

Anna: You know what? I think I am ready. Tonight, I will draft the email.

²¹ to adjust sth *tə ədʒʌst* 'sʌmθɪŋ
dostosowywać coś

²² to gasp in shock *tə ɡɑːsp ɪn ʃɒk* być
zszokowanym (*dosł.* dyszeć w szoku)

²³ reliability *rɪˌlaɪəˈbɪlɪti* wiarygodność

²⁴ outcome *ˈaʊtkʌm* wynik, rezultat

²⁵ instead of sth *ɪnˈsted əv* 'sʌmθɪŋ zamiast
czegoś

²⁶ That feels bold. *ðæt fiːlz bɔːld* Brzmie
odważnie.

²⁷ to charge sb *tə tʃɑːdʒ* 'sʌmbədi pobierać od
kogoś opłatę

²⁸ embarrassing *ɪmˈbærəsɪŋ* zawstydzający

²⁹ confidence gap *ˈkɒnfɪdəns ɡæp* brak
pewności siebie (*dosł.* luka w poczuciu
pewności siebie)

³⁰ gender *ˈdʒendə* płeć

³¹ to avoid sth *tə əˈvɔɪd* 'sʌmθɪŋ unikać czegoś

³² to advocate for oneself *tə əˈdvəkeɪt* fə
wʌnˈself opowiadać się za sobą samym

³³ to give notice *tə ɡɪv* ˈnəʊtɪs wysłać
zawiadomienie

³⁴ loyalty discount *ˈlɔɪəlti* ˈdɪskaʊnt zniżka
lojalnościowa

³⁵ actually *ˈæktʃʊəli* w rzeczywistości,
naprawdę

³⁶ to apply *tə əˈplaɪ* znajdować zastosowanie,
być zastosowanym

³⁷ to back down *tə bæk daʊn* dawać za
wygraną, wycofywać się

Tomorrow, I will practice the script out loud. And next week, I will finally send it.

Maya: *That's the spirit*³⁸. And once you *hit send*³⁹, I guarantee the world will not collapse. In fact, it will probably *expand*⁴⁰.

Anna: Expand?

Maya: Yes. You will feel lighter, prouder, and more in control. And that energy attracts better clients.

Anna: You always make it sound so simple.

Maya: It is. It is not about raising numbers. It is about raising standards. Once you do this, you will never go back to beginner rates again. ■

³⁸ *That's the spirit.* ðæts ðə 'spɪrɪt | o to chodzi.

³⁹ *to hit send* tə hɪt send naciskać przycisk „wyslij”

⁴⁰ *to expand* tə ɪksˈpænd rozwinąć się

1. Pricing & Money Language

Language for discussing rates, value, and charging clients.

- **rates** – the amount of money charged for work or services
She realised her rates had not changed in two years.

- **raise your rates** – to increase the amount you charge clients
It can feel risky to raise your rates, but it shows confidence.

- **undercharge** – to ask for less money than something is worth
Freelancers often undercharge when they start out.

- **value-based pricing** – setting a price based on the benefit to the client, not hours worked
With value-based pricing, Anna linked her fees to the results she created.

- **package** – a set of services sold together at a fixed price
She offered a smaller package to clients who could not afford the new rate.

- **percentage increase** – a way

of expressing how much prices rise (10%, 20%, etc.)

Instead of a flat fee, Maya suggested thinking in terms of a percentage increase.

- **scope of work** – the agreed tasks and responsibilities in a project

The client asked to expand the scope of work without raising the budget.

2. Client Relationships & Negotiation

Language for managing communication and boundaries with clients.

- **push back** – resistance or objection to a proposal

Some clients will push back when you raise prices.

- **loyalty discount** – a lower rate given to long-term or repeat customers

She offered a loyalty discount during the transition period.

- **notice period** – the amount of time given before a change takes effect

Anna gave clients thirty days' notice of the new rates.

- **walk away** – to end a business relationship or deal

If the client only wanted the cheapest option, she was ready to walk away.

- **filtering clients** – the process of keeping clients who value your work and letting go of those who do not

Raising rates is one way of filtering clients.

- **escalation** – when an issue is passed to a higher level or person for resolution

Maya asked, “When the client wants escalation, who do they call?”

3. Confidence & Mindset

Language for talking about self-worth, boundaries, and professionalism.

- **confidence gap** – when someone doubts their abilities despite having the skills

The gender confidence gap often leads women to charge less.

- **stand your ground** – to stay firm in your decision despite pressure

Anna had to stand her ground when clients resisted her new pricing.

- **advocate for yourself** – to speak up for your own value and needs

Running a business means you must advocate for yourself.

- **signal confidence** – to send a message of professionalism and self-belief through your actions

Raising prices signals confidence to clients.

- **apologetic** – showing unnecessary regret in tone or language

She practised saying the new rate without sounding apologetic.

- **reframe** – to see or explain something in a new, more positive way

Maya helped Anna reframe raising prices as a sign of growth, not greed.

- **ownership** – taking full responsibility and pride in your work

Holacracy was about shared ownership, and so was Anna's new approach to pricing



Banksy (b. c. 1974)

is an anonymous British street artist, activist, and filmmaker whose **stencilled**¹ works fuse satire with political critique. **Emerging from**² Bristol's graffiti scene in the 1990s, he **gained notoriety for**³ provocative murals **lampooning**⁴ war, capitalism and authority. Iconic images such as *Girl with Balloon* and *The Flower Thrower* have become cultural **touchstones**⁵, while stunts like the **shredding**⁶ of *Love Is in the Bin* at Sotheby's (2018) cemented his anti-establishment ethos. Beyond street walls, Banksy has **staged**⁷ **disruptive**⁸ projects including *Dismaland* (2015) and a hotel in Bethlehem overlooking the separation barrier. Fiercely protective of his anonymity, he remains one of the most enigmatic and commercially valuable figures in contemporary art.



Malala Yousafzai (b. 1997)

is a Pakistani activist and the youngest Nobel Peace Prize laureate, recognised globally for championing girls' education. Growing up in the Swat Valley, she blogged anonymously for the BBC at the age of 11 about life under Taliban rule, where **schooling for girls**⁹ was **banned**¹⁰. In 2012, she survived an **assassination attempt**¹¹, which propelled her onto the world stage. Her memoir *I Am Malala* (2013) became an international bestseller, **amplifying**¹² her message. As co-founder of the Malala Fund, she campaigns for 12 years of free, safe, quality education for every girl, especially in conflict zones. A graduate of Oxford University, she continues to **press**¹³ governments, the UN and civil society to prioritise education as a universal right.



Robert Redford (1936-2025)

was an American actor, director, producer, and **environmentalist**¹⁴ whose career spanned six decades. **Rising to stardom**¹⁵ in *Butch Cassidy and the Sundance Kid* (1969) and *The Sting* (1973), he combined charisma with thoughtful role choices. He won an Academy Award for Best Director with *Ordinary People* (1980) and later directed acclaimed films such as *A River Runs Through It*. In 1981, he founded the Sundance Institute and Festival, which became the **foremost**¹⁶ showcase for independent cinema, **nurturing**¹⁷ new voices outside Hollywood's studio system. An **outspoken**¹⁸ **advocate for**¹⁹ conservation and climate action, he supported land protection, renewable energy and Native American rights. His **dual legacy**²⁰ unites Hollywood stardom with lasting cultural and environmental **impact**²¹.

¹ stencilled 'stensld wykonywany szablonem

² emerging from sth 'i'mɜːdʒɪŋ frɒm 'sʌmθɪŋ pochodzący z czegoś

³ to gain notoriety for sth tə geɪn ,nəʊtə'reɪəti fə 'sʌmθɪŋ zdobyć popularność dzięki czemuś

⁴ to lampoon sth tə læm'puːn 'sʌmθɪŋ ośmieszyć, wykić coś

⁵ touchstone 'tʌtʃstəʊn kamień milowy, punkt odniesienia

⁶ to shred sth tə ʃred 'sʌmθɪŋ pociąć, zniszczyć coś

⁷ to stage sth tə steɪdʒ 'sʌmθɪŋ wystawiać coś

⁸ disruptive dɪs'rʌptɪv przełomowy, wywrotowy

⁹ schooling for girls 'sku:lɪŋ fə gɜːlz nauka dla dziewcząt

¹⁰ banned bænd zakazany

¹¹ assassination attempt ə,sæsi'neɪʃən ə'tempt zamach

¹² to amplify sth tʊ 'æmplɪfaɪ 'sʌmθɪŋ tuː zwiększać siłę czegoś

¹³ to press sb tə pres 'sʌmbədi wywierać na kogoś nacisk

¹⁴ environmentalist ɪn,vaiəərən'mentəlɪst ekolog

¹⁵ to rise to stardom tə raɪz tə 'stɑːdəm zdobyć sławę

¹⁶ foremost 'fɔːməʊst główny, czołowy

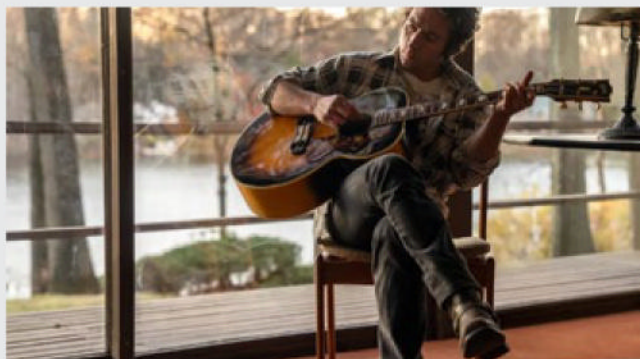
¹⁷ to nurture sth tə 'nɜːtʃə 'sʌmθɪŋ pielęgnować coś

¹⁸ outspoken ɒʊt'spəʊkən szczery do bólu, mówiący bez ogródek

¹⁹ advocate for sb/sth 'ædvəkeɪt fə 'sʌmbədi 'sʌmθɪŋ obrońca, zwolennik kogoś/czegoś

²⁰ dual legacy 'djuːəl 'legəsi podwójna spuścizna

²¹ impact 'ɪmpækt wpływ



Springsteen: Deliver Me From Nowhere

This is a film about the legendary American **rockers**¹ Bruce Springsteen, but before you **tune out**² thinking, “here we go with another clichéd music **biopic**,” listen up. Having sealed his musical **immortality**⁴ with the **blockbuster**⁵ albums *Born to Run*, and the more contemplative *The River*, in 1982, the artist retreated to his room armed only with an acoustic guitar, harmonica and primitive **four-track recorder**⁶. Enter Jeremy Allen White, hero of the hit series, *The Bear*. He is charged with the **onerous**⁷ task of playing the Boss, which he does convincingly. The story follows the recording of the cult album, *Nebraska*, which the record company assumed must have been either a demo tape or some kind of **sick joke**⁸. It was neither, but a journey into the depths of **self-doubt**⁹, stripped down and exposed. It also played out the **eternal conflict**¹⁰ between the artist’s desire to maintain creative integrity and the record company, which sought only to replicate a winning formula. For those with limited knowledge or interest in Bruce Springsteen, the movie stands on its own two feet as a compelling narrative, well-acted, and beautifully filmed to give it the authentic Americana vibe of its **chief protagonist**¹¹. Like the record it portrays, the film has a **haunting**¹² resonance that is sure to see it on the shortlist of the next round of Academy Awards.



Director: Scott Cooper

Starring: Jeremy Allen White, Paul Walter Hauser, Stephen Graham

Genres: Biography, Drama, Music

Runtime: 120 mins

Release date: October 24, 2025



Mistakes¹ that Made Me a Millionaire: How to Transform Setbacks² into Extraordinary Success – Kim Perell

Do you find yourself **dwelling on**³ your mistakes? Does fear of failure **hold you back**⁴? Then this book could be the antidote. The author draws on her experiences of losing her job and, yes, failing many times along the way to success. This didn’t prevent her from launching a company from her kitchen table and selling it for **eight figures**⁵ before becoming CEO of a global tech firm.

Her book is **neatly**⁶ arranged into ten chapters, each dedicated to a particular mistake she made – and the accompanying “secret” that transformed it into a **stepping-stone**⁷. Rather than **vague**⁸ motivational slogans, she offers practical insights into handling poor **judgement calls**⁹ and overcoming **imposter syndrome**¹⁰. Mistakes, she says, are not **detours**¹¹ but data. She encourages readers to view failure as feedback, analyse it carefully, adapt promptly and move forward with renewed clarity.

Arguably, the ultimate value of the book is that its lessons are not only for the ears of aspiring millionaires, but anybody who could benefit (and that includes most of us) from **reframing**¹² our errors and learning from them, and also overcoming our fear of trying things for fear of failure. What have you got to lose? Give the book a go!



Author: Kim Perell

Publisher: Matt Holt Books

Publication date: August 12, 2025

Print length: 240 pages

Price: Hardback – USD 21.85

¹ **rockers** 'rɒkə wykonawca rockowy

² **to tune out** tə tju:n aʊt wyłączyć

³ **biopic** 'bi:əpɪk film biograficzny

⁴ **immortality** ˌɪmɔ:ˈtæləti nieśmiertelność

⁵ **blockbuster** 'blɒkˌbʌstə bestsellerowy

⁶ **four-track recorder** fɔ: træk rɪˈkɔ:də magnetofon czteroscieżkowy

⁷ **onerous** 'ɒnərəs ciężki, trudny, uciążliwy

⁸ **sick joke** sɪk dʒəʊk niesmaczny żart

⁹ **self-doubt** ˌself ˈdaʊt zwątpienie w siebie

¹⁰ **eternal conflict** i:ˈtɜ:nəl ˈkɒnflikt odwieczny konflikt

¹¹ **chief protagonist** tʃi:f prəʊˈtæɡənɪst główny bohater

¹² **haunting** ˈhɔ:ntɪŋ zapadający w pamięć

¹ **mistake** mɪsˈteɪk błąd

² **setback** ˈsetbæk niepowodzenie

³ **to dwell on sth** tə dwel ɒn ˈsʌmθɪŋ rozpamiętywać coś

⁴ **to hold sb back** tə həʊld ˈsʌmbədi bæk powstrzymywać kogoś

⁵ **eight figures** eɪt ˈfɪɡəz ośmiocyfrowa kwota

⁶ **neatly** ˈni:tli klarownie

⁷ **stepping-stone** ˈstepɪŋstəʊn trampolina, pomost, coś przejściowego prowadzącego do celu

⁸ **vague** veɪɡ mętny, niejasny

⁹ **judgement call** ˈdʒʌdʒmənt kɔ:l tu: osąd, decyzja

¹⁰ **imposter syndrome** ˈɪmpəstə ˈsɪndrəm syndrom oszusta

¹¹ **detour** ˈdi:təʊ objazd, zmiana kierunku

¹² **to reframe sth** tə ri:ˈfreɪm spojrzeć na coś z innej perspektywy

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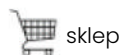
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Podane dane osobowe będą przetwarzane przez administratora – firmę Colorful Media s.c. z siedzibą w Poznaniu, ul. Lednicka 23, NIP 781-173-49-69 w celu realizacji prenumeraty. Każdemu prenumeratorowi przysługuje prawo wglądu do swoich danych osobowych, ich zmiany, poprawiania oraz usunięcia. Podanie danych jest dobrowolne, ale niezbędne do realizacji prenumeraty. Pytania dotyczące administrowania danymi osobowymi prosimy kierować na adres e-mail: biuro@colorfulmedia.pl

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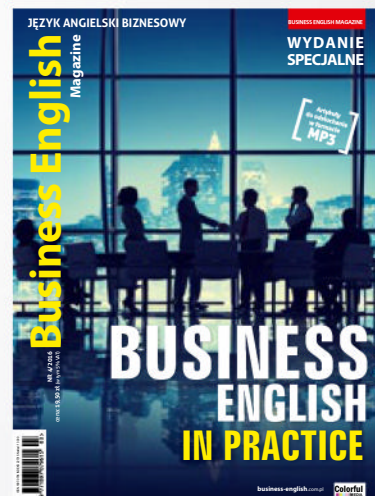
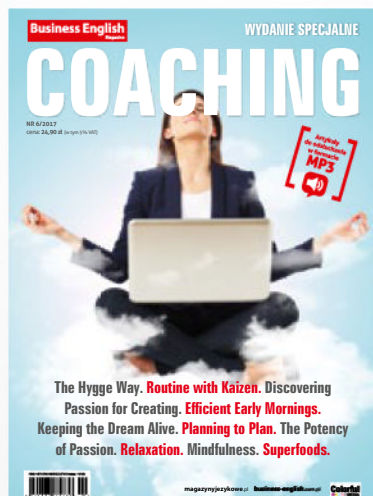
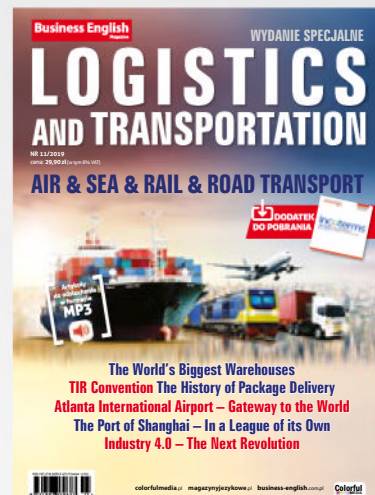
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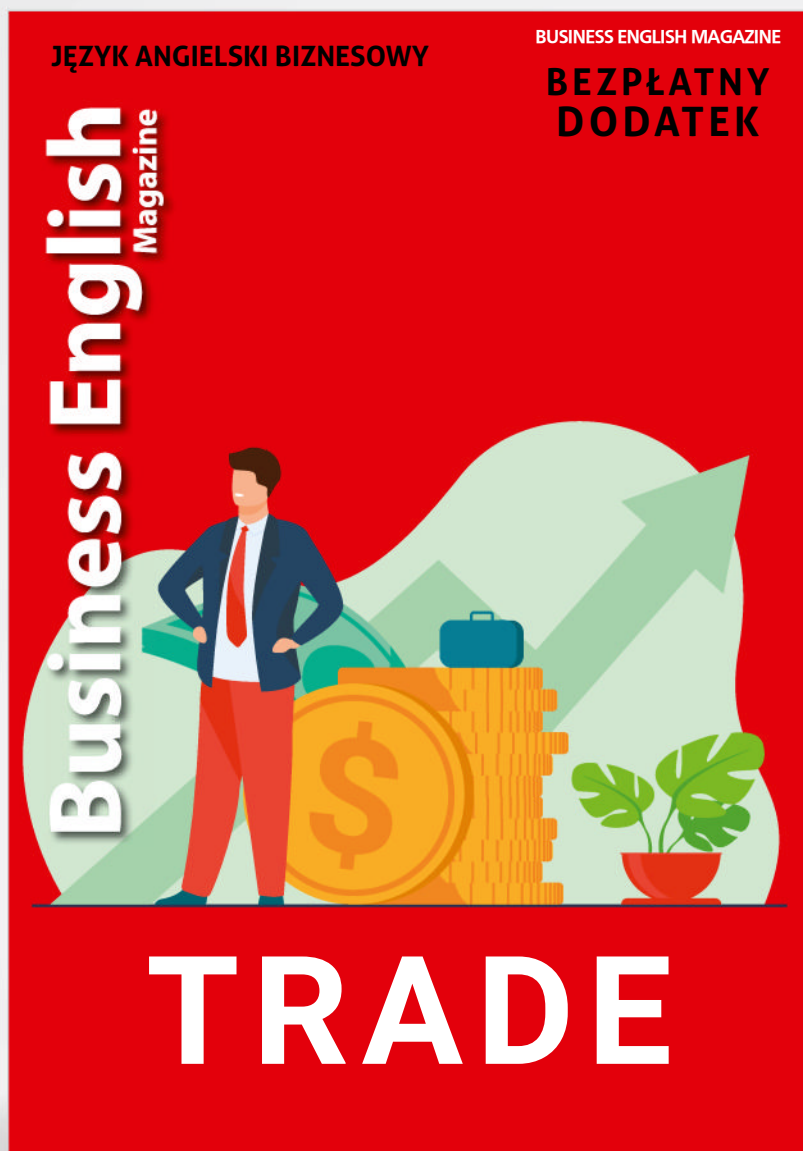
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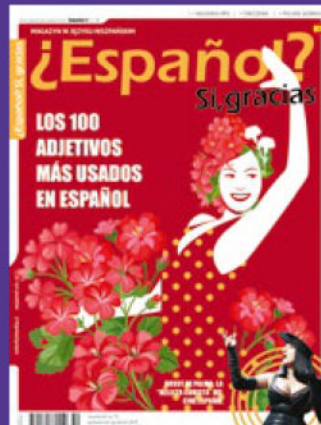
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